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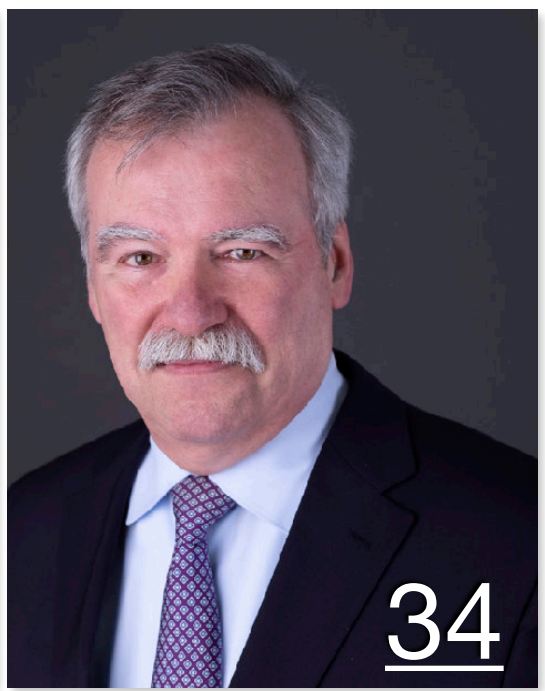
THE NEW ROLE OF 'LEGAL DATA TRANSLATORS': Navigating the Intersection of Law and Data Science

By Amanda Catharine Chaboryk

Other contributions by: Tracey Batty-Jones, Karen Dunn Skinner, David Skinner, Dave Ingeveld, Emily Cox, Richard G. Stock, Mila Trezza, Steve Fretzin, Jason Ly, Manu Kanwar, Stuart Woollard

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INCLUDING SPECIAL LAW FIRM MATURITY INDEX & SURVEY



The New Role of ‘Legal Data Translators’: Navigating the Intersection of Law and Data Science, Amanda Catharine Chaboryk	06
Are Cost Control Mandates Putting the Company at Risk? How Australian-Based GCs Can Navigate the “Perfect Storm”, Tracey Batty-Jones	12
Eight Wastes Series. 8 Ways to Stop Losing Time & Money in Your Law Practice: Part 2 Karen Dunn Skinner and David Skinner	16
Navigating the Regulatory Landscape The Urgency of AML and KYC Compliance in the Legal Sector, Dave Ingeveld	22
Navigating the Future of Legal Industry: Insights on Legal Tech and AI, Emily Cox	28
Changing Law Firms, Richard G. Stock	34

Click on the page number in the photo to jump to the article



Confident Leadership Series. Decoding Confidence: The Five Building Blocks, Mila Trezza	38
Rainmaking Women The Future of Growth and Status in an Ever-Changing Environment, Steve Fretzin	44
A GPT-document search is unrealistic for mass search – do this instead, Jason Ly	50
<i>Special</i>	
Lessons from the Law Firm Maturity Index. What are the links between a law firm’s purpose, staff wellbeing and business risk? Manu Kanwar and Stuart Woollard	56
The Online Survey, Law Firm Maturity Index	61

Click on the page number in the photo to jump to the article



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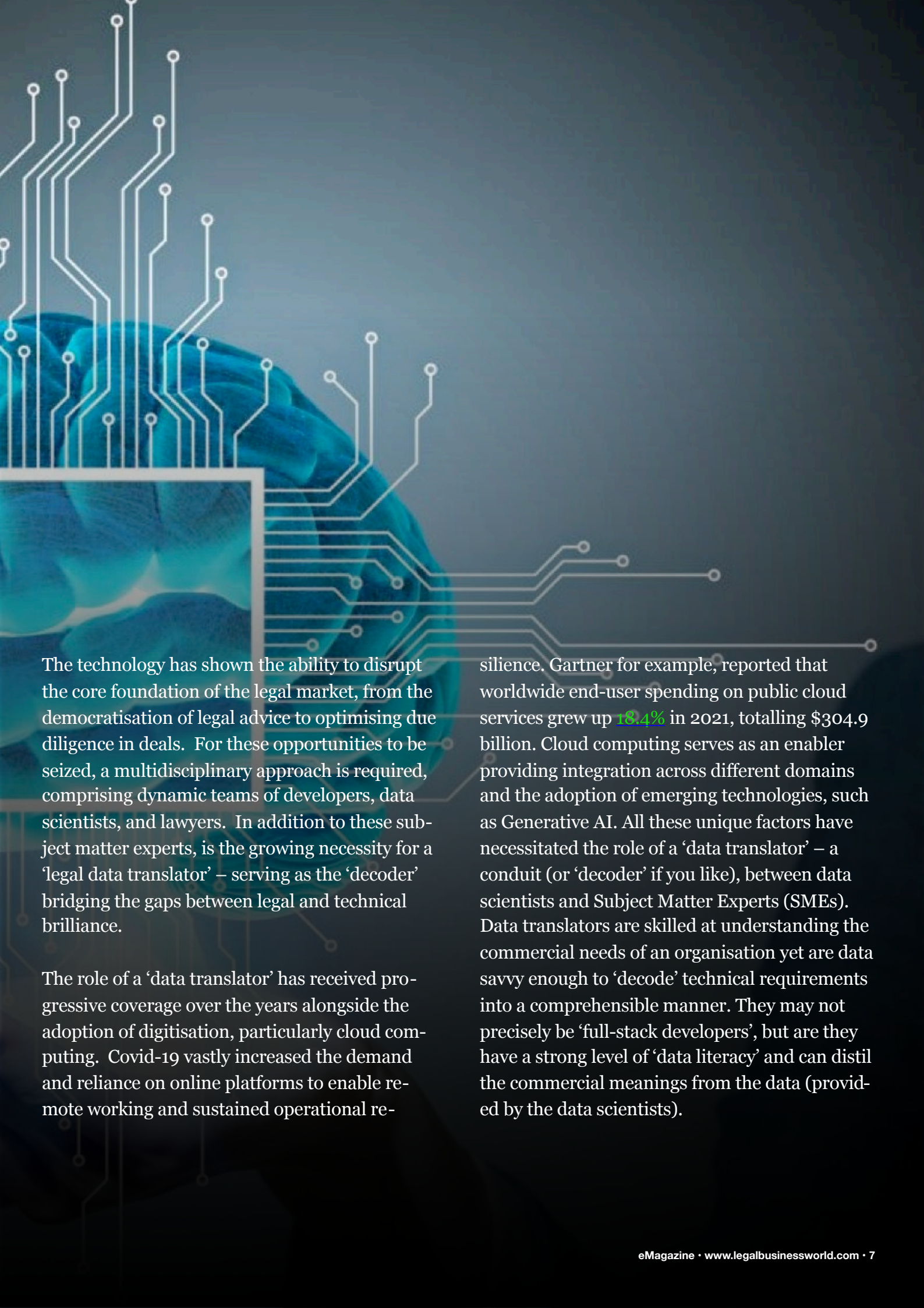
Cover photo Amanda Catharine Chaboryk

THE NEW ROLE OF ‘LEGAL DATA TRANSLATORS’: Navigating the Intersection of Law and Data Science

By Amanda Catharine Chaboryk, Head of Legal Data & Systems at PWC



Artificial intelligence (AI) is accelerating at a rapid pace, while the regulation and policy governing it is trying hard to keep up globally. To speak to the advancement of Generative AI (Gen AI) in 2023, The Cambridge Dictionary, has named “[hallucinate](#)” its word of the year, signalling its growing importance and impact. One of the reasons Gen AI is more accessible than other forms of AI is due to the availability of pre-trained models that can be fine-tuned for specific tasks, resulting in a growing interest in its potential applications. Pre-trained models can be adapted to bespoke legal tasks, such as contract analysis, making Gen AI prime for optimising efficiency in the legal industry. Legal, heavily reliant on *language*, has demonstrated great promise for the transformative potential of large language models (LLMs).



The technology has shown the ability to disrupt the core foundation of the legal market, from the democratisation of legal advice to optimising due diligence in deals. For these opportunities to be seized, a multidisciplinary approach is required, comprising dynamic teams of developers, data scientists, and lawyers. In addition to these subject matter experts, is the growing necessity for a ‘legal data translator’ – serving as the ‘decoder’ bridging the gaps between legal and technical brilliance.

The role of a ‘data translator’ has received progressive coverage over the years alongside the adoption of digitisation, particularly cloud computing. Covid-19 vastly increased the demand and reliance on online platforms to enable remote working and sustained operational re-

silience. Gartner for example, reported that worldwide end-user spending on public cloud services grew up **18.4%** in 2021, totalling \$304.9 billion. Cloud computing serves as an enabler providing integration across different domains and the adoption of emerging technologies, such as Generative AI. All these unique factors have necessitated the role of a ‘data translator’ – a conduit (or ‘decoder’ if you like), between data scientists and Subject Matter Experts (SMEs). Data translators are skilled at understanding the commercial needs of an organisation yet are data savvy enough to ‘decode’ technical requirements into a comprehensible manner. They may not precisely be ‘full-stack developers’, but are they have a strong level of ‘data literacy’ and can distil the commercial meanings from the data (provided by the data scientists).

Data translators bridge an important gap and serve as conduits for converting data to information, and information to knowledge.

Harvard Business Review (HBR) detailed a mere five years ago that companies need to look beyond data scientists to succeed with analytics and AI, [noting](#) the requirements for diverse and agile teams that comprise data engineers, data architects, and most importantly translators. [MIT Sloan's](#) extensive research in 2016 also yielded similar findings – citing the “consistent disconnect between data scientists and the executive decision makers they support.” This disconnect is bridged by data translators, joining the technical expertise of the data stakeholders, with the operational expertise of an organisation’s diverse SMEs. Let’s apply this to the legal setting, namely a law firm, containing finance, legal, knowledge management (KM), and business development experts. All these teams and SMEs produce large volumes of data that are vital for the key decision makers and the other groups. A challenge to consider however, is that law firms produce a mass volume of raw data that isn’t created with analysis in mind, compared to other industries such as health care and insurance that have been utilising big data for decades. These data sources include enterprise resource planning (EPR) software for financial management, customer relationship management (CRM) platforms manage BD and sales, and many others. Receiving an excel file with thousands of rows of financial data, isn’t inherently valuable unless it’s ‘translated’ into a story, providing the key findings. What is of value, however, is converting the raw data into insights - identify-

ing the most profitable matters, write-offs trends, and practice areas experiencing the greatest growth. The CRM data, once structured and analysed by a ‘translator’, can help the business understand their clients and prospects better, and measure the ROI on BD and marketing activity. A ‘legal data translator’, will help ensure that the data generated through the firm’s data sources, translate into insights that are actionable by key stakeholders. As eloquently stated by [Gu Jifa](#), systems scientist, and Professor, “data is the most basic level; information adds context; knowledge adds how to use it, and wisdom adds when and why to use it.” This precisely illustrates the importance of this new emerging role of a ‘legal data translator’ – bridging the gap between the domains of their legal and data expertise.

There are a wide variety of examples in the legal setting that demonstrate the importance of dynamic teams, containing SMEs, data experts, and ‘translators.’ This largely came to fruition last year - the year of ‘Gen AI’ - with law firms coming to grips with the transformative potential in the legal sector. The journey naturally started with exploring and experimenting with Large Language Models (LLMs) and Generative Pre-Trained Transformers (GPTs). GPTs are a subset of LLMs that use a specific technique (transformer) and method (pre-training) to achieve high performance and versatility in natural language generation and understanding. Breaking this down, a ‘transformer’ is a model that can process natural language by using attention – which means it can focus on the most relevant parts of the input and output.

‘Pre-trained’, denotes that that model has been trained on a very large amount of text from an abundance of sources (books, websites, etc). Finally, ‘generative’, means the model can use its pre-trained knowledge to generate new texts that are different, clear, and relevant to the input (or context).

The emerging technology necessitated firms assembling a clear strategy and guidance on how colleagues should engage, assess use cases, and determine what safeguards needed to be put in place. This involved (and involves, as some firms are starting this journey now), ‘taskforces’ of technical and legal experts. To make decisions around risk and product selection, General Counsel (GCs) worked with IT, to sign off the use and safeguarding policies. IT and software engineers provided technical expertise on the design and implementation of AI systems. Innovation teams engaged with different practice areas (such as disputes and corporate), to identify use cases and determine the quality and accuracy of outputs. BD teams managed engagement and marketing, focusing on articulating the firm’s strategy externally and to clients. Alongside this activity, lawyers worked hard to help support clients on the legal considerations associated with purchasing, outsourcing, using, and even developing Generative AI tools. All these respective working groups and ‘task forces’ involved ‘translators’ to create a common understanding (‘translation’), between the legal and data technical domains.

Law firms have actively been advising clients on the legal implications and risks around AI, covering key legal aspects such as Intellectual

Property (IP), Data, Regulations and Compliance. This is particularly prevalent in sectors such as financial services, healthcare, and consumer protection, where AI applications may be subject to specific rules, standards, and oversight. AI and data protection are naturally closely intertwined, as AI often relies on large amounts of personal data to function (and can also generate new or copied personal data that may not be transparent or accurate). Data protection lawyers need to understand AI to effectively advise – whether its helping clients to navigate regulatory frameworks or support to identify and assess the data protection risks that AI poses, such as the purpose, legal basis, and scope of data processing. On the contentious front, data protection lawyers and litigators, will need to represent and defend their clients in the event of data protection disputes, complaints, or investigations which can arise from the use of AI (whether brought by data protection authorities, data subjects or other stakeholders). With the nature of this complex and relevantly new type of advisory – legal technical expertise needs to be translated into digestible and actionable guidance.

Legal data translators, however, aren’t just required in law firms – they are also required in policy development and governance.

Cross-collaborative teams, with complementary skills sets are necessary to cultivate collaboration, and continue to further build on complex AI policy and regulations. Central to advisory is staying abreast of vastly developing AI regulation, such as the recent agreement on proposed legislation for AI regulation in the European Union (EU).

[The EU AI Act](#), at its core, will regulate AI systems based on their risk level, ranging from unacceptable to minimal/no-risk, with stricter rules for the higher-risk categories. On the policy development front, in early November President Biden announced [the Executive Order on Safe, Secure and Trustworthy Artificial Intelligence](#), consensus on [International Guiding Principles on AI](#) was reached by the leaders of the G7, and the [Bletchley Declaration](#) was published on the opening day of the AI Safety Summit. The composition of brilliant dynamic teams, such as leading ‘AI Councils’ and working international groups, comprise a range Subject Matter Experts (SMEs), which include full-stack developers, lawyers, policy makers, scientists, civil servants, and engineers. What these teams also include is a ‘decoder’ or ‘translator’, converting commercial requirements into technical requirements (and vice versa). Further, cross-collaborative teams, with diverse skills sets are necessary to foster collaboration, and continue to build on complex AI policy and regulations.

A further tangible example of combining the skillsets of lawyers and developers is ‘legal prompt engineering’, a relatively new concept and skillset. “Prompt engineering” involves tactics for getting improved results from LLMs, such as writing clear instructions and breaking up complex tasks into simpler components (especially those that are subjective). “Legal Prompt Engineering” involves creating prompts, or specific language cues that can be used in legal tasks, effectively applying principles of prompt engineering to legal documents. As legal language is highly specialised and often contains complex concepts and terminology,

prompting is vital to maximise outputs. Legal prompt engineering as such requires legal expertise, natural language processing techniques, and data evaluation methods. Data evaluation methods are required to assess and improve the prompt’s quality and reliability and address any errors or gaps in the model’s output. This is yet another example of the unique skillset that involves bridging the gap between legal concepts and data methods, using the knowledge of both domains to solve problems.

Bridging the gap between data and the law has been a long-time industry need, for ensuring that legal innovation is driven by evidence (data) and ethics.

Legal data translators are a new and vital role in the legal sector, where they use data methods to solve legal problems and challenges. They are not only legal experts, but also skilled communicators who can demonstrate the value of analytics and AI aligned to business goals. So where does one find a ‘legal data translator? Far and wide! They can be found in various settings, such as law firms, courts, academic institutions, and government agencies, where they help to bridge the language gap between data and law.

About the Author

Amanda Chaboryk is the Head of Legal Data and Systems within Operate, for PricewaterhouseCoopers in London. Her professional focus has been on legal project management, litigation finance, and technology. She now focuses on leading the operational delivery of complex managed legal programmes and helping clients navigate emerging technologies.

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ARE COST CONTROL MANDATES PUTTING THE COMPANY AT RISK?

How Australian-Based GCs Can Navigate the “Perfect Storm”

Tracey Batty-Jones, Director - Client Partnerships at Axiom



More than three-quarters of Australian-based GCs say their team is so under-resourced that it has jeopardized the ability for the legal department to do its job effectively. That statistic can't just be an alarm bell for legal; it should also serve as a blaring siren to all C-Suite executives concerned about organizational risk, reputation, health, and stability.

Conducted by Wakefield research, Axiom's newly released survey of over 300 Australian-based GCs across a wide range of industries finds that GCs are facing a perfect storm of imperfect resourcing.

The old news: The GC job is hard, and it's only getting harder.

st
rol

Like their global peers, Australian-based GCs are facing a parallel crisis of budget cuts and increasingly complex workloads. (More specifically, 70% of respondents say their budget has been cut as a result of economic volatility, yet 61% report an increase in the volume and complexity of legal matters).

The new news: The job isn't just hard, many GCs (79%) believe it is fundamentally "unmanageable" as they struggle to walk the very fine line between legal efficiency and legal inadequacy.

Understanding resourcing challenges:

Where are Australian-based GC's most acute pain points? GCs cite 3 main issues:

- They don't have the proper lawyer bandwidth to support legal work
- They lack the right expertise to address matters at hand
- The law firms that are supposed to help alleviate work are instead adding another management/administrative burden

So what's the answer... more in-house lawyers? Not quite. Findings reveal that GCs can't just hire their way out of trouble for a couple of reasons. First, for more than 60% of Australian-based GCs, hiring freezes have made the issue moot. But even if such mandates weren't in place, 92% still say it is almost impossible to find and hire the right lawyers to meet their specific needs.

Why? There's the expense: the cost of a full-time hire is often not justified when so many of the matters for which additional resourcing is needed are either part-time or transitory. Then there's the nature of the expertise required. Australian-based GCs report that they are routinely faced with matters for which they have a dearth of in-house expertise.

Indeed, even under ideal economic circumstances, legal staffing has always been a difficult puzzle to solve given that legal needs change so unexpectedly. While a GC might need talent with labour and employment (L&E) experience today, their need may evolve to contracting expertise next month.

Survey findings underscore the problem. When asked to identify their current in-house deficits, L&E, regulatory and compliance, and ESG topped Australian-based GCs' lists. But when asked about future in-house expertise deficits, new or emerging areas, and banking and finance, joined ESG matters to top (and change) the list. These constant changes make adequate hiring problematic.

The problem with law firms:

That is why legal leaders often outsource "overflow" work to a law firm. But 61% of Australian-based GCs are reluctant to send matters to outside counsel because they believe that having institutional knowledge of the company is critical to driving better legal outcomes.

Expertise notwithstanding, the costs of outsourcing overflow work to law firms also make it an unideal solution to address pain points.

Half of Australian-based GCs say that law firms have simply become too expensive. (Globally, [law firm clients expect rate increases](#) between 5-15% in 2023, with some firms expected to hike rates by 30%+).

The modern resourcing model:

The good news is that many Australian-GCs are ready to embrace a more modern model to solve their resourcing challenges efficiently and effectively.

Rather than confining their thinking to the "either/or" of in-house or law firm, these GCs are leveraging a third layer of flexible talent to build a virtual bench of "always-on" lawyers who combine legal experience with knowledge of in-house issues, yet can be used on a completely ad hoc basis. The flexible layer of the legal function offers a bridge between the in-house team and law firms, providing a support for unexpected matters as well as a level of internal organisational understanding that allows for immediate action. It supports the core internal team with on-demand lawyers whose experience can be drawn on to deal with emerging risks, workload surges, and even law firm management, without incurring the costs of outside counsel or full-time hires.

This modern model isn't just conceptual. Survey findings indicate that Australian GCs are realising its tangible benefits: 63% say flexible talent providers offer better value for every budgeted dollar. Australian GCs also recognise the many benefits that extend beyond cost.

These GCs report feeling burdened by the demands of managing a network of external

providers and the more administrative elements of their job. The time spent on these cumbersome tasks highlights just how appealing elite alternative providers can be. Almost half (44%) recognise that flexible talent providers offer effective administrative management.

But flexible talent providers are more than just a convenience: they are also real providers of the type of legal guidance that many GCs struggle to receive. Whereas GCs have complained about the conceptual advice offered by firms, they praise the practical nature of ALSP guidance.

To Australian GCs: Navigating the perfect storm is possible, if you recognize and address

the imperfection of the binary ‘staff up or send out’ model. By leveraging flexible legal talent alongside in-house expertise and law firms you can find ways to solve for efficiency without sacrificing efficacy.

About the Author

Tracey is a market leader in legal resourcing, services and solutions across Australia, Singapore & Hong Kong. Through discovery and discussion, Tracey assists clients in visualising new structures, workflows, and legal resourcing to achieve their business goals. Entrenched in the legal landscape, Tracey also mentors legal professionals to ensure they enhance their careers to aligns with their purpose.

Australia-Based General Counsel Survey Report

Managing the Unmanageable

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Eight Wastes Series

8 WAYS TO STOP LOSING TIME & MONEY IN YOUR LAW PRACTICE: PART 2

By Karen Dunn Skinner and David Skinner, co-founders of Gimbal Consulting





If you asked someone whether their processes needed improvement, they'd probably stare at you blankly. Their processes? That's just the way they do things. It's their normal. But once you open their eyes to a new normal, everything changes. The DOWNTIME framework we introduced in our last article <https://www.legalbusinessworld.com/post/8-ways-to-stop-losing-time-money-in-your-law-practice> is the key to opening their eyes.

We begin every process improvement project by asking people: what are you doing every day that seems harder or more complicated than necessary? What takes longer than it should? And then we teach them to look at

their work as either value-adding or waste, using the value criteria we introduced to you last time.

If work isn't adding value, it's waste. Each letter in DOWNTIME stands for a different category of waste:

1. Defects
2. Over-production
3. Waiting
4. Non-utilized talent
5. Transportation
6. Inventory
7. Motion
8. Extra Processing

In this article and the following one, we're going to take a deeper look at each of the DOWNTIME wastes. Today, we're focusing on Defects, Over-production, Waiting, and Non-utilized talent.

DEFECTS

Defects include any work that requires correction or rework because it wasn't done properly the first time, whether by error or omission. It could be anything from a simple typo to missing a filing deadline to making a serious error in the law.

When you're looking for defects, ask yourself: is the work you deliver or receive always right the first time? If not, is the work incomplete or incorrect, is it in the wrong form, or is it being sent to the wrong person, or is it just plain wrong, it's a waste!

In a typical day, in a typical law office, there will be lots of defects. Don't let the number of mistakes get you down. Every defect you find is an opportunity to improve your practice.

Once you've spotted a defect, ask yourself why it happened. It's important to look for the root cause of the problem. You want a permanent solution, not a bandaid.

Here's an example from one of our clients:

During a project to improve a firm's conflict clearance process, the conflict clerks complained that they were receiving incomplete intake forms. They constantly had to go back to the attorneys for more information. After

some exploration, we discovered a few key problems with the intake form, including:

- The attorneys usually asked their assistants to complete the forms, but the assistants didn't always understand the questions or have enough information to complete all the fields; and
- The forms contained a lot of questions that attorneys and assistants considered irrelevant, so they didn't bother answering them.

The root cause of the incomplete intake forms was the form itself. It wasn't clear, it lacked explanations, and it was too long. So the firm redesigned the form. Their new version provided clear instructions about what information was required and why. They also eliminated the irrelevant fields. The result was a significant reduction in the number of incorrect forms.

OVER-PRODUCTION

Over-production refers to doing more of something or doing it earlier or faster than required. It results in a mismatch between work product and need, and that's a waste.

Over-production can be hard to spot, but think about it this way:

- Do you keep paper files and electronic files for your matters?
- When you and your team receive an email, how many people save it?
- When you buy something, do you get a paper receipt and a copy via email?

What do all these things have in common? They're all examples of the waste of overproduction.

Think about your own work. How often do you or your colleagues:

- Cc everyone on a file, or worse, hit the reply-all button?
- Print something (like an email!), file the paper copy, and also save an electronic copy?
- Sit through a presentation where the presenter reads directly from the PowerPoint slides?
- Get your work done way in advance (even though your teammates are busy on urgent things)?

In a law practice, people often work in silos, unaware of what others in their team are working on. This can cause a hard-to-spot type of over-production. When you get work done on Task A sooner than it's required, it can seem efficient. But if other members of your team are under pressure to complete Task B immediately, and they need your help, then getting Task A done early is actually over-production. You should be helping the team complete Task B.

Identifying this kind of overproduction requires that you take an "enterprise view" of your group or your department. You need to know what your colleagues are doing and what problems they're facing.

Still not convinced? Imagine you're all rowing a boat. One of you is rowing harder or faster

than everyone else. That person is working hard, getting it all done...but is your boat going to move efficiently through the water?

Pro Tip: Weekly meetings are an easy way to give everyone that enterprise view. In these short, regular, mandatory meetings, everyone has to answer three questions:

- What have you done since the last meeting?
- What do you have to do before the next meeting?
- What support do you need to get that done?

WAITING

It's 9 a.m. You're sitting in front of Zoom, staring at your own face, but the two people you're meeting with aren't there. When they do arrive, one can't get the sound to work. Finally, at 9:06, everyone's ready, and you start your meeting.

Almost every meeting starts a couple of minutes late, whether you're in person or online. It's normal, right? Wrong. It's a waste.

Delays like this are easy examples of waiting waste, and they are everywhere, every day, in the practice of law. But there's another sneaky form of waiting waste that is even more pernicious: interruptions.

Think about the number of times you're in the middle of something and the phone rings, or someone pops into your office with a question.

[Research](#) suggests that office workers lose up to 2.5 hours of productive time every day to interruptions, and most people need between 8 and 20 minutes to get back on track after an interruption. All that time is a waste.

Reducing interruptions and waiting waste can have a huge impact on productivity across your firm. If you can eliminate even one minute of waiting time related to a task you do 5 times a day (like those interruptions or the meetings that don't start on time!), you'll save yourself 20 hours a year.

If it's something others are also waiting on, the savings really add up. If five of you are waiting on the same thing, shaving off just one minute will save 2.5 weeks of time across the year!

We recommend you track how many times you're interrupted and how much time you lose to delays every day for a week. Be prepared to be surprised by how much of your time is wasted. Once you've got your total, look at what or who is causing those waiting periods. Pick one that you can actually do something about and commit to changing it. Every waste you eliminate gets you one step closer to a streamlined, efficient practice!

NON-UTILIZED TALENT

Non-utilized talent is the misallocation of human capital. It's having the wrong person doing a task—whether they're over-qualified or under-qualified—and failing to take advantage of the full potential of everyone on your team.

Efficiency is having the right people doing the

right work in your practice. To be efficient and profitable, you need to use the skills and talents of all the members of your team to the best of their abilities. Letting the wrong people do the wrong work wastes time and money. And it's everywhere.

If we asked you to identify the biggest source of wasted time and revenue in a law practice, you probably wouldn't pick non-utilized talent. But in every process improvement project we've worked on, the biggest benefit comes from shifting work to the most appropriate resources.

How often do you get pulled into doing work you can't bill for, or lower-value work someone else could do, when you could (and should) be doing higher-level work? Each time this happens, it's a waste.

Here are just a few examples of how our clients have eliminated the waste of non-utilized talent:

- automating expense reporting to free up 3 FTEs, who could be allocated to other administrative work, rather than adding headcount
- allowing legal assistants to create starting point documents from approved templates, saving hours of attorney time, and reducing write-offs in litigation matters.
- shifting work from partners and associates to staff attorneys and paralegals, taking a fixed-fee practice from loss-making to profitable.

Look around your practice for opportunities to get the right people doing the right work.

Start with [intake](#). It's a key business process that can be done almost entirely without lawyer involvement, but in many of our client firms, lawyers do administrative tasks that should be allocated to others.

Look at other processes in your organization.

- Are there junior people who have the aptitude to take on more challenging tasks if they had additional training, a checklist, or a good set of templates?
- Can you see opportunities to outsource some or all tasks related to business services and copying, HR, accounting, and even legal work that falls outside your core offering?
- Can you invest in new practice technologies that free up people to do more value-adding work?
- If you're in-house, is there work you can push back onto the business units?

Every time you move a task to a lower-cost resource, you're freeing yourself up to do more of the "right work" for you: the work that adds more value to your bottom line.

CONCLUSION

DOWNTIME is an easy way to identify opportunities to improve your legal and business processes. Once you start, you'll never look at your practice the same way.

In our next article, we'll be looking at the last four DOWNTIME wastes: Transportation, Inventory, Motion, and Extra Processing. In the meantime, we challenge you to look for defects, over-production, waiting waste, and

non-utilized talent in your practice. Every example you find is an opportunity to improve how you work, so you can deliver your excellent legal services better, faster, and cheaper.

About the Authors

Karen Dunn Skinner and David Skinner help lawyers earn more from their practices without working as hard. They believe every lawyer deserves a successful practice and the freedom to enjoy that success.

Together, they founded Gimbal Lean Practice Management Advisors after practicing law for more than 20 years in Canada and Europe. They're the exclusive Global Advisors on Legal Process Improvement to the International Institute of Legal Project Management, and Karen sits on the IILPM's Global Advisory Council.

Karen and David are global leaders in the application of Lean to the legal profession. They write and speak regularly, facilitate legal process improvement projects, and have taught Gimbal's proven LeanLegal® approach to thousands of legal professionals around the world.

They combine their deep understanding of the legal industry with their training in Lean Six Sigma to provide practical solutions to the competitive and budgetary pressures on practitioners and clients alike.

Karen and David live in Montreal.

NAVIGATING THE REGULATORY LANDSCAPE

The Urgency of AML and KYC Compliance in the Legal Sector

Dave Ingeveld, CEO of Cotembo



Financial crimes can infiltrate even the most reputable and ethical institutions, including the legal sector. In recent years, law firms have found themselves increasingly entangled in the complex web of money laundering (ML) and terrorist financing (TF) activities, inadvertently facilitating the movement of illicit funds and empowering criminal enterprises. This alarming trend has prompted a heightened focus on Anti-Money Laundering (AML) and Know Your Client (KYC) regulations within the legal industry.

AML and KYC: The Gatekeepers of Financial Integrity

AML and KYC are the cornerstone of a



COMPLIANCE

financial system, safeguarding it from the infiltration of criminal proceeds.

AML regulations encompass a comprehensive set of measures aimed at preventing and detecting ML activities, while KYC procedures focus on verifying the identity and risk profile of clients.

In the legal sector, AML and KYC compliance is not merely a regulatory obligation; it is an ethical imperative. Lawyers, by virtue of their professional roles, are privy to sensitive financial information and possess substantial influence over the movement of funds. As such, they have a moral responsibility to uphold the highest standards of financial integrity and prevent their services from being exploited for illicit purposes.

The Importance of Compliance in the Legal Sector

The legal sector's vulnerability to ML and TF stems from several factors:

- **High-value transactions:** Law firms often handle large sums of money on behalf of their clients, making them attractive targets for criminals seeking to launder illicit funds.
- **Complex transactions:** The nature of legal transactions can be intricate and opaque, providing opportunities for criminals to conceal the true source and destination of funds.
- **Global reach:** Law firms operate across borders, facilitating cross-jurisdictional transactions, which can further complicate efforts to trace and prevent ML activities.

The consequences of ML and TF within the legal sector are far-reaching:

- **Erosion of trust:** The involvement of law firms in ML activities undermines public trust in the legal profession and damages the reputation of the entire legal system.
- **Legal liability:** Law firms that fail to comply with AML and KYC regulations risk significant legal repercussions, including fines, reputational damage, and even criminal charges.
- **Empowerment of criminal enterprises:** By enabling the movement of illicit funds, law firms inadvertently empower criminal enterprises, fostering a climate of corruption and undermining the rule of law.

Addressing the Challenge: A Collaborative Approach

Effective AML and KYC compliance in the legal sector requires a collaborative approach that encompasses:

- **Enhanced risk assessment:** Law firms must develop robust risk assessment frameworks to identify and prioritize clients with elevated ML/TF risks.
- **Robust customer due diligence (CDD):** Thorough CDD procedures, including identity verification, beneficial ownership identification, and ongoing monitoring, are essential to mitigate ML/TF risks.
- **Training and awareness:** Continuous training for lawyers and staff is crucial to raise awareness of ML/TF risks and ensure adherence to AML/KYC protocols.

- **Technology adoption:** Leveraging technology, such as automated CDD tools and transaction monitoring systems, can enhance efficiency and effectiveness of AML/KYC compliance.
- **Regulatory cooperation:** Strengthening cooperation between law firms, regulators, and law enforcement agencies is paramount to effectively combat ML/TF activities.

Collaboration and International Cooperation

The United States and the United Kingdom have both implemented comprehensive anti-money laundering (AML) frameworks to combat the infiltration of illicit funds into the financial system. These frameworks encompass a range of measures, including legislative provisions, regulatory oversight, and law enforcement initiatives.

Legislative Framework

In the United States, the primary AML legislation is the Bank Secrecy Act (BSA) of 1970. The BSA establishes the Financial Crimes Enforcement Network (FinCEN), which is responsible for implementing and enforcing AML regulations. The BSA also requires financial institutions to conduct customer due diligence (CDD) and report suspicious activity to FinCEN.

In the United Kingdom, the Proceeds of Crime Act (POCA) of 2002 serves as the cornerstone of anti-money laundering (AML). It mandates CDD and reporting of suspicious activity by law firms, accountants, and other designated

businesses. The Financial Conduct Authority (FCA) enforces AML regulations and the National Crime Agency (NCA) investigates suspicious activity.

Regulatory Oversight

Both the US and the UK have robust regulatory regimes in place to oversee AML compliance. In the US, FinCEN conducts examinations of financial institutions to ensure that they are complying with BSA requirements. FinCEN also issues guidance and standards to help financial institutions implement effective AML programs.

In the UK, the FCA supervises financial institutions to ensure that they are complying with POCA requirements. The FCA also conducts on-site inspections and issues enforcement action against non-compliant firms.

International Collaboration in Combating Money Laundering: The US and UK at the Forefront

The United States and the United Kingdom stand together with other countries as steadfast partners in the global fight against money laundering, leveraging their international influence to foster collaboration and strengthen AML frameworks across borders. As prominent members of the Financial Action Task Force (FATF), a leading intergovernmental organization dedicated to setting AML standards, both countries actively contribute to shaping global AML policies. The FATF's proactive leadership in promoting international cooperation on AML issues has earned it a well-deserved reputation as a champion of cross-border collaboration.

The FATF has established bilateral agreements with numerous countries, creating robust channels for information sharing and joint AML investigations. These agreements play a pivotal role in disrupting cross-border money laundering networks and ensuring that illicit funds do not find safe havens. By working together, FATF is effectively shrinking the global footprint of money launderers and safeguarding the integrity of the international financial system.

A Call to Action

The legal sector must recognize its pivotal role in safeguarding the financial system from the scourge of ML and TF. By prioritizing AML and KYC compliance, law firms can not only fulfill their regulatory obligations but also uphold their ethical responsibility to maintain the integrity of the legal profession and contribute to a safer, more secure financial landscape.

The time to act is now. The legal profession has been plagued by a series of scandals in recent years, such as the Panama Papers leak and the Jeffrey Epstein case. The threat of organized crime is growing, is becoming increasingly sophisticated and is using the legal system to launder money and further its criminal activities. Let us collectively reinforce the legal sector's position as gatekeepers, safeguarding the financial system and protecting the very foundations of our society.

About the Author

Dave Ingeveld is the CEO of [Cotembo B.V.](#),

a consultancy and software organization specializing in AML and KYC. He is passionate about using technology to optimize the client acceptance process, to fight financial crime and protect people from fraud.

In 2021, Ingeveld founded Cotembo with the goal of helping businesses to comply with AML and KYC regulations. Cotembo offers a range of services, including consultancy, software and training.

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NAVIGATING THE FUTURE OF LEGAL INDUSTRY: INSIGHTS ON LEGAL TECH AND AI

By Emily Cox, Employment Associate & Legal Technologist at Womble Bond Dickinson



The legal industry has undergone significant transformation over the past few decades, largely driven by advancements in technology. As we look towards the future, it's clear that legal tech, including Artificial Intelligence (AI) and Generative AI (GenAI), will continue to shape the industry in unprecedented ways. Here, we delve into the past, present, and future of legal tech and what it means for the industry.

The Past: A Traditional Legal Landscape

In the past, the legal sector was characterised by manual processes, extensive paperwork, and a reliance on precedent. Legal research was a time-consuming task that involved sifting through volumes of law books and case reports.



Document drafting, contracts, and legal correspondence were manually prepared, often leading to inefficiencies and errors. Client-lawyer interactions were primarily face-to-face, and the overall legal process was slow and costly. However, the arrival of technology led to a shift towards digitisation and automation including tools focused on document management, legal research and billing. These tools resulted in increased efficiency and accuracy, but it was the introduction of AI which marked a significant turning point in particular.

AI-powered tools began to automate routine tasks, such as document review and contract analysis, freeing up lawyers to focus on more complex, strategic tasks.

Navigating the Present: The arrival of Legal Technology and AI

AI has become a staple in the legal industry with applications ranging from predictive analytics to natural language processing. GenAI, a subset of AI, is now pushing the boundaries of what's possible. GenAI systems can generate new content, such as legal documents or contracts, based on learned patterns and data inputs. This not only speeds up the drafting process but also reduces the risk of human error.

Simultaneously, we're seeing a rise in alternative legal service providers (ALSPs) that leverage technology to deliver legal services more efficiently and cost-effectively. These providers are challenging traditional

law firms and reshaping the legal services market.

There is no doubt the legal industry is in the throes of a digital revolution. Legal technology, often referred to as 'LegalTech', has transformed traditional legal processes into streamlined and efficient systems. Legal research tools, e-discovery, document automation, and practice management software have become standard in most law firms.

AI, a subset of LegalTech, has further enhanced the efficiency of the legal sector. AI-powered chatbots are now handling customer queries, while AI algorithms are used in predictive analysis to determine the potential outcome of cases. Machine learning, a component of AI, is being utilised in contract analysis, identifying patterns and anomalies faster and more accurately than human counterparts.

Envisioning the Future: The Digital Age of the Legal Sector

Looking ahead, AI and GenAI will continue to revolutionise the industry. We can expect to see more sophisticated AI tools capable of handling complex tasks, such as legal reasoning and decision-making, which will further augment the capabilities of legal professionals and potentially transform the role of lawyers.

Moreover, the future of legal services will likely be characterised by greater client-centricity. As clients become more tech-savvy, they will demand more transparent, personalised, and on-demand legal services. Law firms and legal departments will need to leverage technology to meet these evolving client expectations.

The future of the legal industry is poised for even more transformative changes. AI and machine learning will likely become more sophisticated, leading to more automation and predictive capabilities. Blockchain technology could revolutionise contract law and intellectual property rights, while virtual and augmented reality could transform courtroom proceedings.

However, this bright future is not without its challenges. One of the main hurdles is the lack of clear regulations concerning the use of AI in the legal sector. There are also concerns about data security and privacy, as well as the ethical implications of AI decision-making. Moreover, the adoption of new technologies requires significant investment and training, which can be prohibitive for smaller law firms.

Benefits

The use of AI in the legal sector does have its advantages. We've already talked about increased efficiency and accuracy, cost savings and predictive analysis, but there are many more:

- **Customised Legal Services:** AI can help lawyers provide more personalised services to their clients. For example, AI can analyse a client's specific circumstances and preferences to provide tailored legal advice.
- **24/7 Availability:** AI-powered chatbots can provide round-the-clock customer service, answering common queries and providing information to clients at any time.
- **Enhanced Decision Making:** AI can analyse

vast amounts of data to provide insights and trends that can help lawyers make more informed decisions.

- **Risk Management:** AI can help identify potential legal risks and issues before they become problems. This can help organisations mitigate risks and ensure compliance with legal regulations.
- **Knowledge Management:** AI can help law firms manage and utilise their vast amounts of knowledge and information more effectively.
- **Innovation:** The use of AI can drive innovation in legal services, leading to the development of new business models and services.

The benefits of LegalTech and AI are undeniable.

Challenges

While AI offers numerous benefits, it also presents several challenges. :

AI systems often rely on large amounts of data, which can include sensitive or personal information. Ensuring this data is collected, stored, and processed in a secure and privacy-compliant manner is a significant challenge. There are also ethical concerns - AI systems can potentially be used for surveillance, discrimination, or in ways that infringe upon individual rights. AI systems also learn from data, and if that data is biased, the AI system's decisions can also be biased which can lead to unfair or discriminatory outcomes.

Other potential risks include:

- **Transparency and Explainability:** AI algorithms, particularly those using machine learning, can be complex and difficult to understand. This lack of transparency, often referred to as the "black box" problem, can make it difficult to explain how the AI arrived at a particular decision.
- **Job Displacement:** There are concerns that AI could automate tasks currently performed by humans, leading to job displacement. While AI can create new jobs, it can also render some roles obsolete.
- **Dependence on Technology:** Over-reliance on AI can lead to a lack of human oversight and the loss of essential skills. It's important to maintain a balance between AI automation and human involvement.
- **Regulatory Challenges:** The rapid pace of AI development can outstrip existing legal and regulatory frameworks, leading to a gap between what AI can do and what the law allows.
- **Implementation Costs:** While AI can lead to cost savings in the long run, the initial costs of implementing AI (including purchasing or developing the technology, integrating it with existing systems, and training staff) can be high.
- **Quality of Data:** AI systems are only as good as the data they are trained on. Poor quality or inaccurate data can lead to incorrect or unreliable outcomes.

- **Skills Gap:** There is a growing demand for AI specialists who can develop and maintain AI systems. However, there is currently a shortage of these skills in the job market, which can make it difficult for organisations to implement and leverage AI effectively

In conclusion, the legal sector, in the digital age, is a vibrant, evolving landscape. Legal technology and AI have already made significant strides in transforming the industry, and their potential for future innovation is immense. However, for this potential to be fully realised, the challenges they present must be addressed through regulatory frameworks, ethical guidelines, and ongoing investment in training and development. The future of the legal industry depends on how well it can adapt and evolve with these technological advancements.

Added note

On December 8, 2023, European institutions reached provisional political agreement on the AI Act, marking a global first in establishing comprehensive legislation on artificial intelligence. Although the final text is yet to be confirmed, the drafting process is underway and the law is expected to be formally adopted by the Parliament and Council as EU law in early 2024. As a pioneering piece of legislation, the AI Act is anticipated to set a benchmark for AI regulations globally.

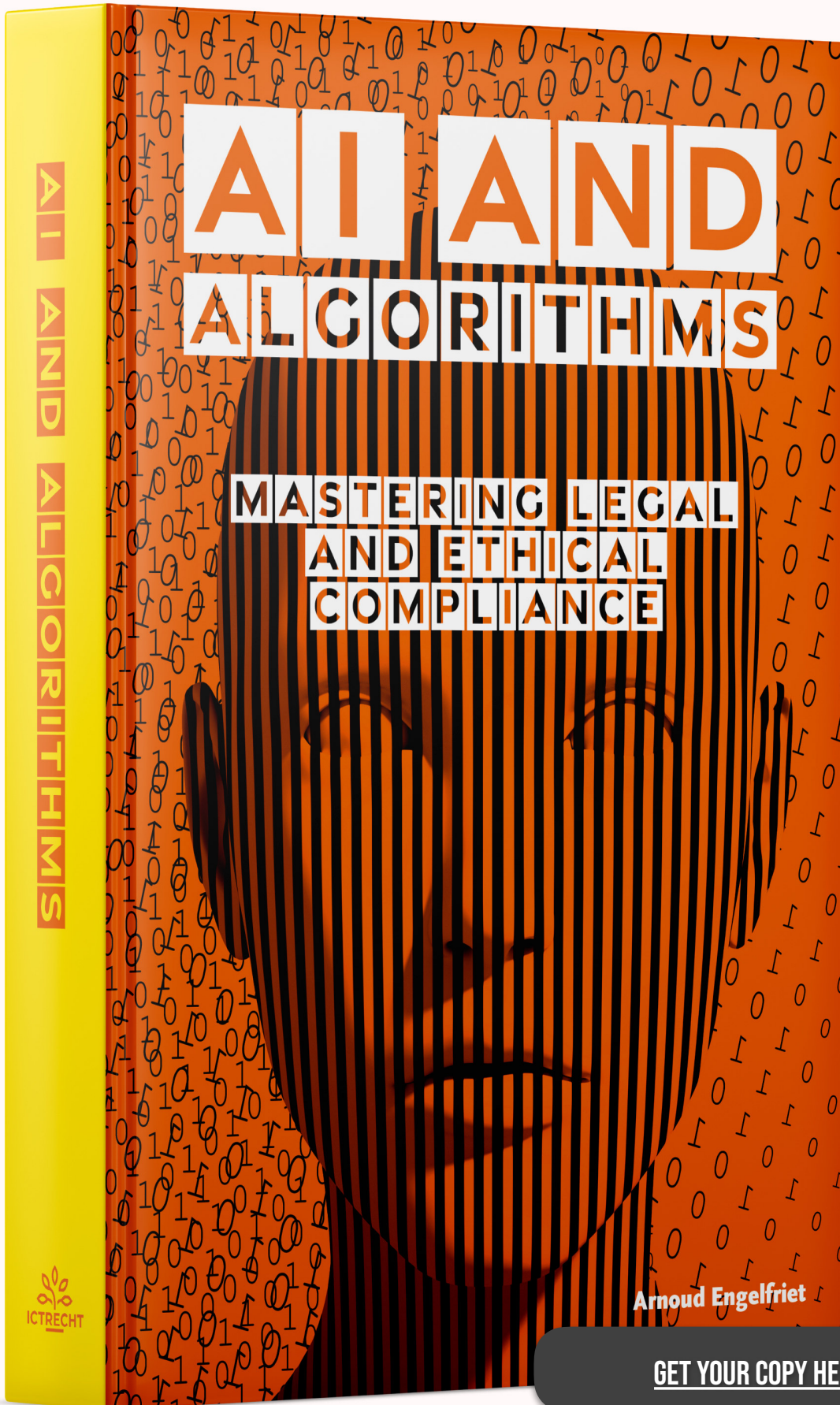
The AI Act categorises AI systems based on their potential risks and societal impact, dividing them into limited risk and high-risk systems, while prohibiting certain AI systems. It also encourages the establishment of "regulatory sandboxes" and "real-world testing" by national authorities to nurture innovative AI before market introduction.

Key provisions of the AI Act include:

- *Established protections for general-purpose artificial intelligence*
- *Restrictions on the use of biometric identification systems by law enforcement*
- *Prohibitions on social scoring and AI that manipulates or exploits user vulnerabilities*
- *The right for consumers to file complaints and receive comprehensive explanations*
- *Penalties ranging from 35 million euros or 7% of global turnover to 7.5 million or 1.5% of turnover.*

About the Author

Emily Cox is an employment associate & legal technologist at Womble Bond Dickinson. She works within the Legal Solutions Centre that sits within WBD Advance [WBD Advance | Smart Legal Solutions | Womble Bond Dickinson](#). Her role encompasses assisting with legal operations, innovation and knowledge management.



AI AND ALGORITHMS

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CHANGING LAW FIRMS

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

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



More than 75 % of companies have long-established relationships with primary law firms and local counsel. Banks, insurance companies, and utilities have worked with law firm panels for more than 25 years. Legal expertise and service levels are, by and large, meeting the expectations of most companies. However, companies with more specialized or modest legal spend are much more informal about how they secure and price legal services.

Still, things are changing for companies great and small. Relationship partners retire from preferred firms.

General Counsel move on more frequently than they used to. Companies merge and divest. And the Procurement / Strategic



Sourcing Team is always enthusiastic to introduce more structure, process and economic targets when the company retains counsel. Collaborative technologies and alternative fee arrangements have made it irresistible, if not inevitable, to assure leading practices in the management of the legal services portfolio.

Unsurprisingly, too few law firms initiate the business-to-business dialogue with key clients. Companies regularly craft Requests for Proposals (RFPs) for legal services in order to reset the relationship on all dimensions: the number of firms, different work intake and allocation protocols, collaborative technologies, management of the “legal supply chain” including of local counsel, pricing, and in-

novation. At times, the RFPs are bilateral and, at other times, they are high stakes competitive processes which are disruptive and can result in long-term value propositions for the client that differ dramatically from the *status quo*.

Threshold factors and RFPs do result in companies reducing and changing the configuration of their primary law firms. More than 70 % of the work referred to firms by corporate law departments is some form of litigation or of labour and employment work. Regular commercial work is typically much more cost-effective to in-source, while complex transactions and financings are referred to firms that have the bench-strength for the work.

I am regularly asked whether there are best practices governing how a company should replace one firm with another. When hourly billing was the order of the day, a law firm could be phased out over a few months, and new work allocated to the successful firms. Companies are better now at projecting the scope of work for multiple matters, specialties and regions. Many are prepared to make commitments of 3 to 5 years in return for stable legal teams and predictable pricing that is non-hourly. Without exception, law departments want to rid themselves of the administrative work that comes with retaining firms and processing fees in traditional ways.

It follows that companies do not wish to pay a fixed fee to one firm, which will overlap with fees paid to firms which are being transitioned out. At times, a network of local counsel is replaced with a new network. Other times, primary firms are replaced, even for strategic matters.

Companies are migrating from the traditional model of a panel of firms (“I select the lawyer – not the firm”) to more structured business-to-business models. There are two ways to manage the transition. The first is to designate one or two firms as primary national, primary regional (e.g. the Americas), or primary global counsel. These firms are asked to review all active files presently with the company, and then to propose a fast-track (4 – 6 weeks) transition of the files. It is normal that some files will remain with legacy counsel until a certain milestone is reached or even until they are closed. These “carve-outs” are estimated

for fees and the fixed fee of the primary firm is adjusted accordingly.

The second approach to manage the transition to a new configuration of external counsel is to have the primary firms immediately “oversee” the work and the matter budgets of legacy firms, receive and approve their invoices, and pay them from the fixed fee they are receiving. This creates a better balance of *incentives* for the company and for primary and local counsel to quickly reach a new equilibrium in legal services delivery, in legal fees and administration.

This latter approach has a beneficial side-effect. Individual members of law departments and business units form attachments to legacy counsel. Professional relationships, especially those which are effective, are difficult to disrupt. Some rank and file members of corporate law departments will passively resist changes to established legal services delivery arrangements. A managed transition prompts a dialogue for new expectations and introduces new players with a framework that is more business-like.

The General Counsel should insist on a clear transition plan with legacy firms. The plan should be fast-tracked in its execution, minimize duplication of fees, and minimize administrative time from lawyers and from others in the company to develop it and put it in place. The very best law firms should be tasked with proposing the details of transition plans and be evaluated on their success for doing so seamlessly.

About the Author

Richard G. Stock, M.A., FCG, CMC is the Managing Partner of [Catalyst Consulting](#). The firm has been advising corporate and government law departments across North America and

around the world since 1996. For law department management advice that works, Richard can be contacted at +1 (416) 367-4447 or at Richard.Stock@catalystlegal.com.



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Confident Leadership Series

DECODING CONFIDENCE: THE FIVE BUILDING BLOCKS

By Mila Trezza, Executive Coach and Former General Counsel Global 500



Confidence is often perceived as an inherent aspect of one’s character—a quality some naturally possess effortlessly while others just lack. This perception can be further reinforced by believing that once acquired, confidence is a permanent state that shines in all situations and at all times.

However, confidence is far from innate; rather, it evolves through a journey of knowledge, education and deliberate practice. It’s a dynamic skill capable of being cultivated and refined over time.

Confidence is also not a constant state. Occasional moments of doubt do not entail that we lack confidence. These moments of uncertainty may arise when we question our abilities to manage complex situations,



deal with bigger responsibilities, or step up to new roles.

So, what defines confidence, and how can we elevate it?

Let's start with a working definition. Confidence is the measure of our belief in our own capabilities. Being confident means believing in the adequacy and sufficiency of our abilities to cope and manage, coupled with the expectation that we will succeed.

How do we elevate our confidence? Let's explore five building blocks that play an essential role in elevating our confidence.

1. Confidence and Self-Esteem: Interplay but Distinct

One important point to emphasize before delving into how we may develop our confidence is this: Although confidence intersects with self-esteem, the two are conceptually distinct.

Let's break down this distinction: Self-esteem is said to be rooted in our overall sense of worth and personal value, while confidence is anchored in our trust in abilities and skills.

Confidence tends to be projected outwardly. It is often more readily developed compared to self-esteem, which matures through life experience and doesn't necessarily draw from skills but is shaped by the perception of *who you are*.

Moreover, healthy self-esteem entails having

balanced self-perception where you view yourself as neither superior nor inferior to others.

It is also a state whereby you genuinely recognise and accept your strengths and flaws, coupled with the ability to set realistic expectations for yourself and those around you.

Of course, despite their differences, confidence and self-esteem do overlap. Developing confidence in your abilities can positively influence your overall sense of self-worth, just as a lowered sense of self-esteem can shake one's faith in their own confidence.

Yet, there may be instances where the two diverge, and we have a high degree of one but not the other. For example, you might be confident in your expertise on a certain matter and your analytical and problem-solving skills as a lawyer but harbour doubts about your inherent worth.

Understanding and reflecting on this distinction is one of the keys to your personal growth. It will guide your efforts and ensure you navigate towards a meaningful direction. For example, by reflecting on the difference between the two, you may realise that [over-relying on building confidence, achieving more professionally or furthering your skills](#) aren't necessarily the pathways to growing your self-esteem and may result in short-lived success and happiness.

2. Confidence is Built on Self-Awareness

'Feeling' confident and optimistic about a particular outcome is insufficient to sustain confidence in the face of challenges.

Authentic confidence, the kind that empowers us to navigate and triumph in demanding situations, begins with a precise (and realistic) understanding of our capabilities and talents. It extends to being aware of our reactions to setbacks, knowing what we need to bounce back and what we need to operate within our strengths.

To leverage our internal resources, such as, say, our motivation in our roles, we have to know what sustains them and, equally important, what can deplete them.

Thus, self-awareness goes beyond a casual look at the mirror. It involves [taking a long look in the mirror](#) and a deliberate and thorough examination of ourselves.

Self-awareness also extends to understanding what gets in our way and has the potential to shake our confidence. For example, if you look at instances in your professional career when you questioned your confidence, are you able to pinpoint what exactly triggered it? Was it an ongoing lack of feedback from your organisation or a lukewarm response from a trusted person?

This level of self-awareness is the pathway to a more confident you. Despite the extensive evidence emphasising the fundamental role played by self-awareness for effective leadership, self-awareness is not (yet) a formal part of the curriculum in managerial training. Self-awareness, however, not only [helps leaders more than an MBA can](#)' but acts as the true starting point to any leadership journey.

3. Confidence is Trusting Your Ability to Cope and Manage

The essence of confidence is rooted in the Latin term *confidere*, meaning ‘to trust fully.’

In the context of daily work dynamics, this trust revolves around figuring out an effective way forward, finding the answer to a question you don’t know, and creating a win-win out of lose-lose. It may also extend to trusting your capacity to uplift morale in a depleted team and draw a trajectory in times of chaos.

The emerging ‘science of change’ shows that the current landscape is marked by an extraordinary increase in uncertainty, change and volatility. Growing your confidence in this rapidly changing world requires building trust in your capability: you may not have all the answers, yet you will be able to navigate the unknown.

Confident leadership also requires creating a vision rooted in this belief and trusting that your predicted outcome will overcome (some of) these uncertainties and you will be able to cope with obstacles along the way.

These obstacles and challenges are not only external, such as fast-paced change or the conflicting requests of your stakeholders but also internal challenges, such as your innate and human resistance to change and transformation.

4. Balancing Trust in Yourself While Listening to Others

Confidence is trusting yourself while listening to other perspectives.

It’s about believing that your chosen course of action is effective, not because you deem yourself better than others, but because you trust your skills are adequate for the task at hand.

Finding a healthy balance between relying exclusively on our capabilities and skills and seeking input from others is crucial, especially in leadership roles where decisions are needed daily. When decisions are tough and potentially unpopular, such as moving people and promoting team members, striking this balance becomes even more challenging.

Organisational decision-making also plays a role in shaping our confidence. Those organisations whose decision-making processes require constant approval at every step may lead to overreliance on others’ inputs, thus diminishing your confidence over time.

Conversely, organisations that lack structured approval processes and healthy confrontation forums may lead to less adequate support in decision-making and not offer the validation you need for growing confidence.

Regardless of the scenario, your [personal growth lies in looking at your unique decision-making process](#) and noticing what you seek when you go to others. Are you seeking feedback to enrich your perspective and take on board further experiences, or are you seeking reassurance that you are on the right track? Growth lies in discerning and understanding what serves you best to anchor a confident decision.

Another aspect of balancing trust in yourself

while considering other perspectives involves not shifting the blame to others. Confidence requires taking ownership of our choices, irrespective of their outcomes. Shifting blame to others, whether another department or a team member, diminishes confidence instead of boosting its growth.

True confidence means trusting [your ability to handle challenges \(including unconstructive criticism\)](#) and moving on when things go awry. Instead of resorting to blame, you can consider the always-available alternative: learning. Trusting that even when decisions prove ineffective, you have the capacity, agility and openness to change direction, adapt and grow.

5) To Elevate Your Confidence, You Need Purpose

Elevating your confidence requires the pursuit of purpose.

When we are clear about our values, our “whys,” and what drives us, we establish an unshakeable foundation for believing in our capabilities. This involves reaching a full understanding of the purpose in our roles, the purpose of those around us, whom we serve, and how our purpose connects to our organization’s overarching mission.

This sense of direction and being clear-headed about *what* we are doing and *why* we are doing it contributes to building trust in our confidence. For instance, consider the following questions:

- What aspirations drive and inspire you?

- How would you articulate your purpose?
- Do you genuinely believe in your organization’s purpose?
- How are you helping your team to connect with what drives them?
- What are you doing to align your team’s purpose with the overarching purpose of your company?

Ultimately, it is the alignment and synergies between your individual purpose and your organization’s broader mission that not only enhances your confidence but creates the ideal environment for impactful leadership.

This Confident Leadership Series focuses on the skills needed to manage high-performing legal teams and enhance your leadership confidence.

About the Author

Mila Trezza is a former General Counsel of a Fortune Global 500 energy company and an award-winning executive and leadership coach. Her company was named one of the [Top 5 Executive Coaching Companies in the UK](#) for 2023.

After more than 20 years of international experience, having served as Director of over 30 companies, and lived in six countries, Mila developed her approach to coaching with the sensibilities of a lawyer in mind.

Her mission is to develop a coaching culture

for the legal industry that is bespoke to, and has an inside-out understanding of, the challenges that lawyers and legal teams face on a daily basis. Through her coaching, Mila helps lawyers go from lacking confidence and feeling overwhelmed to having a clear path forward, feeling resourceful, and enjoying their roles. Her work on legal leadership was recognised

by Women Influence & Power in Law UK, and she was the winner of the [2023 Award for Lifetime Achievement, In-House](#).

In addition to running her own business “[Coaching Lawyers by Mila Trezza](#)”, Mila acts as an expert advisor and consultant for leading global companies.



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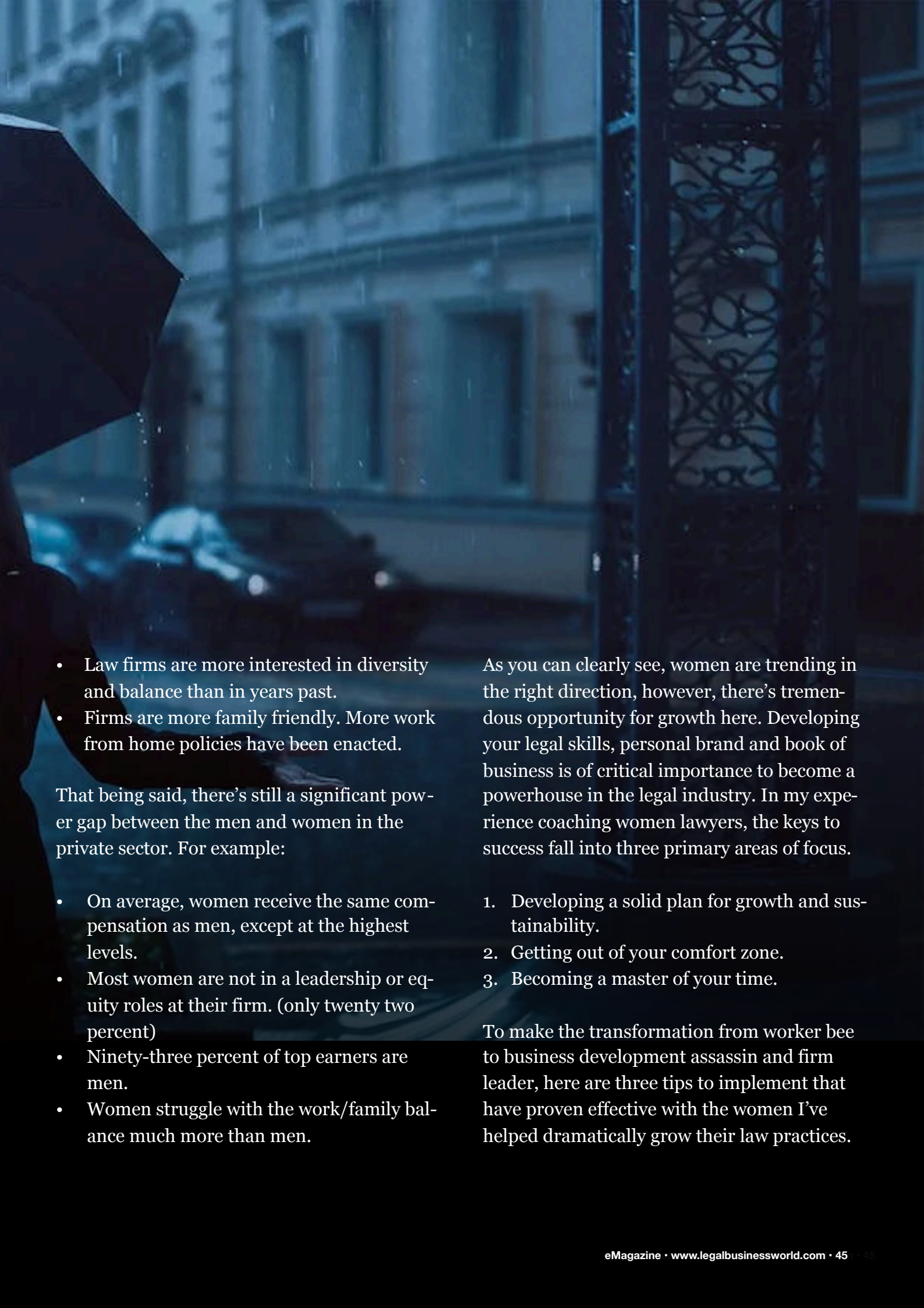
By Steve Fretzin, President Fretzin, Inc



The legal landscape is always evolving. In the not too distant past, the idea that a woman could or should make it rain or run their own firm was considered absurd. It was a “man’s world” and women were only allowed to be in it. Well, today it’s a very different story. We now have women managing sizeable firms, leading GC roles and bringing in more business than many men do. So, what’s changed and how do women capitalize on this opportunity?

The first step is to look at the positive shifts in the legal landscape. In data found in a 2022 ABA study, we see some interesting trends. •

- More women are currently in US law schools than men (55%).
- More women are in corporate “power roles” than ever before.

- 
- Law firms are more interested in diversity and balance than in years past.
 - Firms are more family friendly. More work from home policies have been enacted.

That being said, there's still a significant power gap between the men and women in the private sector. For example:

- On average, women receive the same compensation as men, except at the highest levels.
- Most women are not in a leadership or equity roles at their firm. (only twenty two percent)
- Ninety-three percent of top earners are men.
- Women struggle with the work/family balance much more than men.

As you can clearly see, women are trending in the right direction, however, there's tremendous opportunity for growth here. Developing your legal skills, personal brand and book of business is of critical importance to become a powerhouse in the legal industry. In my experience coaching women lawyers, the keys to success fall into three primary areas of focus.

1. Developing a solid plan for growth and sustainability.
2. Getting out of your comfort zone.
3. Becoming a master of your time.

To make the transformation from worker bee to business development assassin and firm leader, here are three tips to implement that have proven effective with the women I've helped dramatically grow their law practices.

Fretzin tip #1: Develop a plan that can't fail

Have you ever heard the adage, "If you fail to plan, you plan to fail?" So very true. In my experience only two to four percent of all attorneys have business development plans. Most attorneys are out there "winging it" and hoping that business comes from their efforts. One of my clients once said he developed business through "Sheer force of effort." Unfortunately, this effort comes at a price, time with your family or doing the actual law work given to you by your partners.

The key then is to develop a plan that cuts right to the bone. As you know, wasting time is the same as wasting money. Every hour spent doing the wrong things, with the wrong people, the wrong way, will most certainly keep you from accomplishing your business goals. A good step before writing a plan is to begin taking stock of your clients, referral sources and contacts. Always focus on the low hanging fruit first. Here's my ranking of business opportunities from easiest to hardest.

Easy to hard:

- Getting more business from your existing clients.
- Cross-marketing your clients with additional services.
- Obtaining quality introductions from your existing clients.
- Leveraging your strongest relationships for direct business opportunities or quality introductions.
- Developing strategic partnerships with good referral sources.

- Attending conferences where prospective clients and referral sources are.
- Attend/join local networking groups/associations to meet new referral sources or to develop new business.

Based on your experience doing business development and how strong your network is, you may be able to work the top of the list. Others may have to begin from the bottom. Whatever the case, create a list of people to contact and set aside time every week to proactively reach out to meet with them.

Fretzin tip #2: Get out of your comfort zone.

A few years ago, I had a female client who was struggling with a big problem. She was attending conferences (good), she was meeting with the highest-level GCs in the country (good), BUT she was in the "friend" zone and she didn't feel comfortable bringing up the topic of doing business (bad). Additionally, this had been going on for YEARS (really bad). From a "time is money" and a lost opportunity cost perspective, this was devastating to her.

Developing a plan to reconnect with key clients and contacts is great, but without the right attitude and approach to business development, it might all be for naught. For me, the easiest way to get my head wrapped around this seemingly difficult issue is to consider that I'm the best at what I do. I derive this confidence based on my past successes and results with my clients. My success therefore, drives me to want to help more and more attorneys to succeed.

For example, I know that when I work with an intelligent, motivated and coachable attorney, no one can get an attorney better results. Can you say that about your work as an attorney? If you know you're great at what you do, it's easier for you to buy into the idea that your GC friends, neighborhood CEO or past law firm partner who went in-house would truly benefit from working with you. If this is not the case, keep working on your lawyering skills!

Once you have the belief in yourself, it's time to craft some language to make the "ask" without ego or pandering like a cheap dime-store salesman (gross). For many women attorneys who are stuck in the friend zone, you should try saying, *"You know Becky, I love meeting with you at these conferences and truly appreciate our friendship. I am curious as to why we've never discussed working together. Have you ever considered this?"* Or, *"You know Becky, I love meeting with you at these conferences and truly appreciate our friendship. While I would never want to jeopardize our relationship, I know I would be of great value to you and your company. Would you be open to discussing a way for us to work together?"*

Okay, so what's the worst that could happen? If your friend has a great reason why you can't work together, well, now you know, and you can move on. If your friend loves the idea, you will be kicking yourself for not bringing this up years before. One of the best things I've learned in business development is that knowing is always better than not knowing. Sound's simple, but most business developers live in hope that things will happen. To me, hoping is

like dreaming. It rarely leads to clarity, assurance or real results.

Fretzin tip #3: Become the master of your time

Is balance really achievable for successful women in law? Can you develop your book, gain a leadership role at your firm and take care of your family without going nuts?

In my experience, this is only achievable to the lucky or the women who master the skill of time management. Like with business development, time management is a learned skill. In fact, I was incredibly disorganized when I first started my business over 15 years ago. My desk was a disaster, I was always pushing important tasks off and I could never seem to get anything done on time. After my first year, I realized that this wasn't sustainable and decided to begin studying the art of time management. After six months I had cleaned up my clutter, eliminated time-wasting activities and crafted my week for efficiency. Here are three things I did that made all the difference.

For me, step one was cleaning up all of my messes. I went through my two offices and my emails to throw out, file away or take action on everything in front of me. This purging took over eight hours, but once completed it felt like a thousand pounds had lifted off of my shoulders. Without doing this first, it would have been very challenging to continue my progress.

Once the purging was done, I moved to phase two. This was to look at my workday in 15-minute increments to better understand what

I did all day and what I needed to change or remove from my life. This exercise will blow your mind. We are distracted most of the day doing unproductive and medial tasks. Ask yourself:

- What should I be doing or not doing?
- What should I be saying “no” to?
- Is this mission critical or something I need to put off?
- Am I doing this efficiently?
- Is this task below my pay scale?
- Is there someone else that can do this?
- Can this be done early, late or over the weekend?

The key here is to write your entire day down to better identify wasted time, poorly executed efforts and tasks that can be delegated. Simply handing off five to ten more tasks may make all the difference for you. The end result should be more hours opened up for business development activities and family time.

As time management relates directly to business development, here’s some food for thought. While you may have to sacrifice a few years to get your book of business built, the benefits after you’ve succeeded will out-weigh the sacrifice. Working on and delegating your own work gives you the control to have more balance in your life.

The third and final step was to commit to only doing the most fruitful tasks during the work day. For me it was working with clients, engaging in high-level prospecting activities and writing. For you it could be billing your hours, engaging in high-level business development

activities and assisting your firm growth initiatives. Even committing to 15 minutes a day can make a world of difference in developing your book or building your brand. Whatever the case, becoming an expert at time management allows for success in business and in life.

As a coach and trainer exclusively for attorneys, I am in the unique position to observe words and actions that most attorneys are not privy to seeing or hearing. Many of the women that I’ve work with start out with the same concerns you might have about balancing a heavy workload, personal health and the needs of the family. In the end, their optimism, motivation to succeed, combined with excellent planning and execution won the day. The good news for women in law is that things are getting better every year. While I’m not suggesting that any of this easy, nothing worth doing usually is. For more information about business development coaching for lawyers, please check out my website at www.fretzin.com or email me directly at steve@fretzin.com



Handbook of Legal Tech

"I am pleased to announce the publication of The Legal Tech Handbook. I've had the distinct privilege of pulling together insights from some of the best and brightest minds in legal tech, covering all aspects of how technology is reshaping the practice of law today. Filled with practical tips, expert insights, and a touch of humor, the "Handbook of Legal Technology" is precisely the resource the industry needs at this moment. Please find it available for purchase here:

<https://www.globelawandbusiness.com/books/handbook-of-legal-tech.>"

Colin S. Levy

Lawyer and Legal Technologist



EDITED BY COLIN S. LEVY



A GPT-DOCUMENT SEARCH IS UNREALISTIC FOR MASS SEARCH — DO THIS INSTEAD

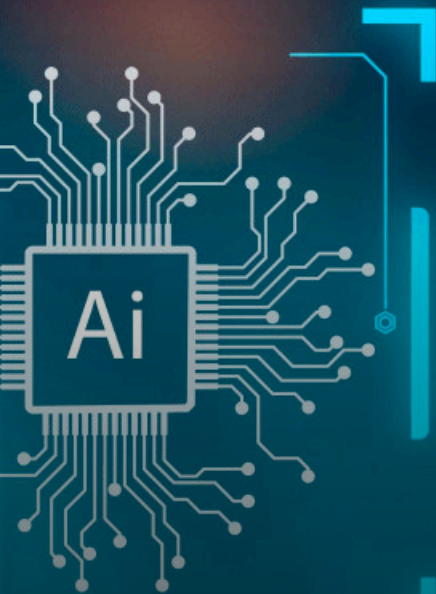
By Jason Ly, Cofounder and Chief of Product and Solutions at Springbok AI



Time spent searching for documents leeches on a workday. Having witnessed generative AI boost efficiency across many areas, innovation directors are asking if they can apply the same technology to streamline enterprise search and quickly fish out hidden documents.

Although generative AI confers many benefits, deploying LLMs to search an entire large database (called a “mass search”) is not their intended purpose.

In this article, we explain why the state of the majority of firms’ file storage drives and the formatting of their files makes them unprepared for a GPT-powered search. We consider the limitations of the technique of ‘embedding’.



Command Prompt : |

ChatGPT

We give our recommendation for using LLMs on smaller scales, such as for individual clients, projects or departments, with a better chance of success for new databases than historical backlogs.

Searching for files is a time-consuming task

Content findability issues can bottleneck a workflow, and the majority of employees consider searching for files to be a “top-three problem”. [1]

Time is expended scouring cluttered email inboxes and shared drives for misplaced invoices, cryptically named meeting notes, and scattered presentations.

A fundamental problem lies in how a search system cannot always match a query with the content in the file when the vocabulary used differs. In other words, systems are unforgiving towards users who cannot recall the exact words used in the file.

Proposed LLM-based solutions promise to get around this problem through natural language processing (NLP).

Corporations want to streamline document search with generative AI

Generative AI has been demonstrated to boost productivity and efficiency; Harvard and BCG found that consultants using GPT-4 finished 12% more tasks and completed them 25%

Firms now

more quickly. [2] Firms are consequently keen to extend its benefits to document search. Firms now wonder “can I hook up my GenAI solution to all my files, and have a unified knowledge management system that is ChatGPT-searchable?”.

In theory, a user would input a prompt into an LLM-powered document search system such as “find me that spreadsheet from late last year with the archived accounts of client X that includes revenue for the Y department”. It would then analyse the names, content, and categorisations of every document, and swiftly retrieve the correct file.

If only it were so easy!

Mass enterprise search is not a straightforward task, even for the smartest LLM

Deploying LLMs to search an entire large database of millions of a vast variety of documents is not their intended purpose. While it is technically possible, the current practical limitations and user experience fall far short of expectations.

The aforementioned dream GPT tool faces 4 main hurdles:

1. Potentially massive costs
2. Diminishing returns with increasing data volume
3. Disorderly drives with abandoned, badly versioned documents
4. Challenges with security compliance

Most of these four challenges extend beyond technological solutions, necessitating agile business decision-making and potentially ma-

ior shifts in company culture around how documents are created and managed in the first place.

Most drives are unprepared for an LLM search

When users cannot find a file, often an LLM is none the wiser. The typical corporation’s drive has not been kept clean, organised, indexed, and formatted throughout its history in a way that LLM-powered search systems can easily navigate.

A drive typically has:

- Duplicate versions
- Outdated, incomplete, and redundant data
- Untagged documents
- Inconsistent formatting and naming of documents
- Formatting that is unreadable by LLMs

Duplicate versions raise the issues:

- How to consistently determine the right version: the latest, or the version last edited by the most senior person? Or the version last edited by a different, specific team member?
- And how to handle branches?
- We commonly use other people’s documents as templates
- How do we know a document was even completed and not written off?

Managing a well-curated set of documents has been an objective for every business in the last 5 years. And yet, we’ve not met a single employee from a company of over 100 employees who doesn’t consider their knowledge management a mess.

Utilising LLMs for document search has high hidden costs

The excessive amount of irrelevant data strains our storage systems, requiring frequent relevance checks for each document. Despite the low cost of scanning individual documents with an LLM — merely a hundredth of a penny — the total expense quickly accumulates with each search, becoming prohibitively costly in large document collections.

For example, when employing a method that rigorously scans tens of thousands of documents, the costs can skyrocket. Consider a scenario with 1000 users conducting 100 searches daily. Given the need for multiple attempts to locate precise information, this equates to a staggering £1000 in search expenses per day.

Initially, law firms, intrigued by the potential, approached us to advise them on searching millions of documents. However, at such a scale, relying solely on a Language Model (LLM) is impractical.

Instead, LLMs should be leveraged as a "final mile" solution, akin to how one might use an expensive Uber ride for the final leg of a journey after travelling most of the distance via cheaper, albeit less comfortable, trains or buses.

Embedding techniques confer limited benefits

As such cheaper, more traditional search options like keywords or embeddings are necessary to perform the first layer of filtering.

Embeddings are a core technology for bridging the symbolic nature of language with the numeric nature required for computational processing. It is like a keyword search, but more words and phrases are considered similar.

The aim is to match up search clauses with language used in the file. However, this is not always easy; nor is it easy for machines to comprehend distant synonyms or descriptive phrases from users.

However, embeddings are only effective with documents that contain large amounts of plain text. This means it doesn't work consulting decks produced in PowerPoint, containing diagrams, images and other visual data.

Even with text, these searches are only about as good as a google search. (Google has been using embeddings for years). The LLM level of comprehension is only applied to the top 10 results retrieved by the embeddings search. This is great when you're trawling the internet for SEO-optimised content that is deliberately made to be easily found.

However, the documents in your company cloud likely are not SEO-optimised. While you may get some good results, don't expect anywhere near ChatGPT-quality output.

Make your documents easy to index and easy for machines to understand

Documents should be formatted in a search-friendly way to facilitate systems finding them. LLMs can help with this at the point of content creation.

This can be done by:

- Formatting every document consistently
- Writing a summary of each document and what it is useful for
- The whole company agreeing to only put clean, searchable, high-quality documents into the searchable system
- Ensuring proper version management techniques (as opposed to simply including “V2” in the name)

To drive an initiative of this scale, the entire company has to adopt this methodology in a behavioural shift that demands strong top-down leadership.

A notable example of a culture change on this scale is Jeff Bezos' influence on reshaping meeting culture at Amazon. Bezos [swapped](#) PowerPoints for reading a structured multi-page memo followed by a discussion.

As a side note, these prepared documents of Amazon may be well-suited for advanced search capabilities!

If you're in a young company / department and can drive this sort of initiative, then LLM-powered enterprise search may work well for you. And it may well be worth starting to implement these changes and best practices in your team or department, in order to benefit from the capability at a later date. The best time to start was 5 years ago, and the next best time to start is today.

Realistically, however, most larger companies are unlikely to be able to execute this type of work culture shift.

A GPT document search must follow information security rules

Another potential blocker for having LLMs in front of your document system are challenges complying with infosec best practices to maintain existing file permissions.

That is, if one user couldn't access a document before, they shouldn't be able to access an LLM's summary of the content via your enterprise search tool.

A classic horror story would be an employee asking a chatbot “what is our HR strategy for the upcoming restructuring?” and the chatbot actually answering.

DMSs such as Sharepoint and iManage handle file permissions differently, creating challenges, and different companies will have them set up; further complexity arises when using group level permissions to share documents among different teams.

This challenge, compounded with encryption in transit, data sovereignty, and maintaining geographical restrictions makes infosec for such a system a monolithic endeavour.

LLMs can have success in smaller scale searches of new, indexed, compatibly-formatted databases

So, all doom and gloom so far? Where can we see the light?

Each firm starts tens to hundreds of new projects daily that require minimal information from past historical documents. Employees likely take useful templates that they know

are good, change them and put them into a project folder.

This project folder, over the course of its lifetime, has likely come to consist of 100-1000 curated, genuinely useful documents that your team regularly uses: precedent, templates, advice notes etc. We recommend developing solutions that serve project-specific requests which can be addressed on the basis of the documents in the respective project folder. For example, “Create a new SaaS contract for this client based on their usual terms”.

The system can be built to ensure that these documents are properly stored and formatted to be conducive to chatGPT-like interfaces. When a team member adds a document into this system, they know to add only useful documents of pre-defined quality and meta tags. Having this data in one place, and appropriately structured, significantly reduces search times.

Specialised solutions tailored to the legal industry are emerging to address unique needs. These solutions consider specific document types like emails, contracts, or engagement letters, integrating them into sophisticated prompt-architected pipelines. This approach is particularly effective for automating routine documents and processes in law firms.

Key takeaways

LLMs are unsuitable for streamlining mass enterprise document search over entire DMSs. Nevertheless, LLMs can make a significant difference to your workflow when applied on a smaller scale, namely a specified dataset.

This can be done by either of two avenues: Firstly, by establishing organised project folders for storing important information, ensuring documents are well-structured, labelled, and tagged for tools like Microsoft Copilot to efficiently search. While effective for general use cases these tools may be less dependable for automating repetitive processes done on a regular basis.

The second avenue involves developing prompt architected solutions that perform a specific task, extract particular information from a particular type of document from distinct document types like contracts, emails, letters, and forms. These solutions are geared towards generating specific outcomes, such as supporting particular categories of legislative matters.

These solutions can be developed with AI partners like Springbok AI.

Notes

[1] Elastic (2021), [report](#): Welcome to a new state of find: Unified search for finding workplace content

[2] *BCG report “How People Can Create—and Destroy—Value with Generative AI”, 2023.*

About the Author

Jason Ly is the Cofounder and Chief of Product and Solutions at [Springbok AI](#), leading the technical arm of the business. Jason led the technical implementation of Dentons’ internal instance: fleetAI. Jason holds an MPhil in Mathematics from the University of Warwick.

LESSONS FROM THE LAW FIRM MATURITY INDEX

What are the links between a law firm's purpose, staff wellbeing and business risk?

By Manu Kanwar (l), Founder and Director at LexSolutions, and Stuart Woollard (r), Founder and Council Member at The Maturity Institute



The **Law Firm Maturity Index** is a unique diagnostic of culture and organisational health. A Lex Solutions and Maturity Institute initiative, it provides evidence and insights to help improve the legal sector deliver greater benefits to all its stakeholders.

Law firm leaders are under pressure. Evidence of deteriorating mental health, wellbeing and staff burnout continues to flow [1]. Importantly, much of the focus is now directed at root causes, rather than ways to alleviate symptoms. As more people ask why this is happening, a more difficult question keeps being asked. Are law firm business models still fit for

purpose when many now see their potential to harm people? Legal leaders can no longer just offer up mental health first-aid or wellbeing programs that may relieve some pressure. They don't provide a long-term release and it's not just staff who are concerned. Clients, regulators and potential hires are increasingly concerned about the impact of poor workforce wellbeing. The Solicitors Regulation Authority states in recently issues guidelines:

“...we will take action if we believe that there has been a serious regulatory failure. For example, where the work environment does not support the delivery of appropriate outcomes and services to clients.”

Such stakeholder voices and actions are forcing firms to reconsider the key question: what is the purpose of a law firm?

Despite what many firms communicate, business models remain dominated by the protection and growth of billable hours. Warm words on delivering benefits to clients and stakeholders often belie the lived reality inside a firm. A purpose driven by rhetoric is easily exposed through looking at how a firm defines and manages the kind of value it seeks. This can usually be found in the use of core financial KPI's, its performance management processes, pay systems, and decisions about career progression. External rankings of firms' profits per partner serve to reinforce the primary importance of financial success. [2]

In the words of one of our Law Firm Maturity Index (LFMI) respondents:

“There is still a huge focus on revenue which...can sometimes feel a bit like a glass ceiling...we need to understand that we need to get to where we want to be.... to attract and retain our people.”

A clear corporate purpose attracts and galvanizes people to contribute to organizational success. We know this from a growing body of research and [Maturity Institute](#) evidence. An authentic purpose that sets out how a firm benefits its stakeholders, and informs the way it does business, is a powerful driver of sustained value.

However, in measuring these factors, our LFMI data highlights a fundamental problem.

Figure 1 shows that while leaders believe that their firm's purpose reflects these key characteristics, staff have a significantly different experience. Not only does this evidence support a view, held by many, that revenue still matters more than anything else. It appears that law firm leaders are also blind to any problem. If this is the case, how will it get solved

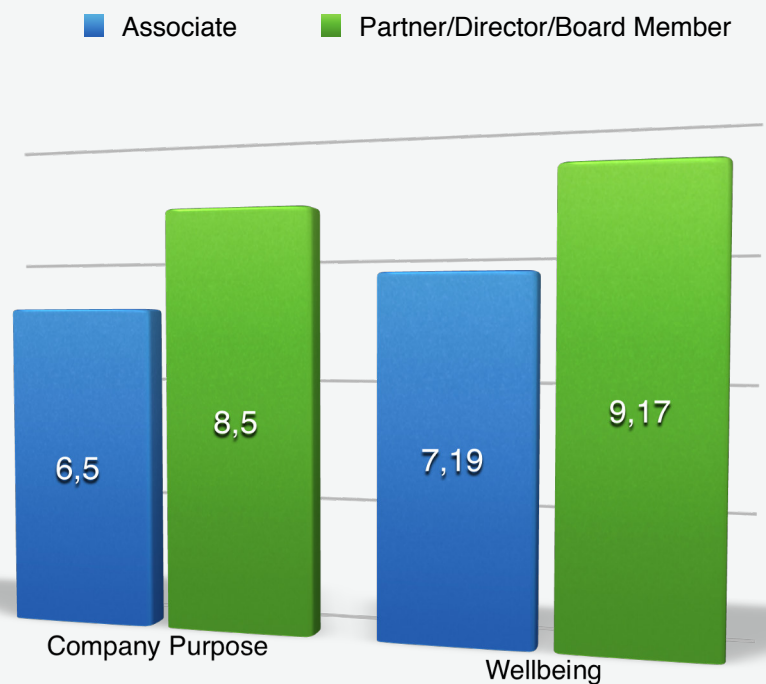


Figure 1. LFMI data on law firm purpose and staff wellbeing for partners and associates

This LFMI data also shows an alignment between purpose and wellbeing. This suggests a causal connection between the reality of a firm's purpose and the health of its people. This is crucial for law firms to understand, as the risks are not immaterial. Low levels of wellbeing that arise from primarily pursuing a financial purpose may eventually lead to burnout or staff turnover.

However, on a day-to-day basis, the quality of work and the efficiency with which it is done,

will also suffer. How much does this matter? For a firm, whose leaders remain ignorant of this, the manifestation of this risk could come as a serious shock.

How should law firms be responding? Mature firms are authentically purpose-driven and embed management systems and cultures that realize human potential. This takes time and effort to build. Bringing to life a new purpose that makes a difference to value creation is not a marketing exercise. Unfortunately, many firms and their advisors view it through a branding lens. This is an unhelpful distraction to engendering the positive change needed.

Law firm leaders must first re-define their own value proposition by understanding how to reconcile commercial performance with responsibility to their people. This can facilitate the articulation of a new, clear and coherent company purpose, which can then be brought to life through a set of authentic values and principles. Once these are in place, the next step is to link them to a firm's systems. For example, strategy setting and planning, how performance and progression are managed, talent management, and even how an organisation learns and innovates. Maturity of purpose requires revisiting how human capital is developed to realize potential; how the whole, human system is managed as a core source of value. These are all areas that require assessment as to how their role and impact can be optimised. It is something that the LFMI helps firms to unpack, gain the necessary clarity, and to build the best possible roadmaps.

The good news is that while building Mature firms is not easy, it is entirely possible. In fact,

some already exist and are thriving. As one LFMI exemplar advised:

"I am really pleased to share that we have been named as a Band A firm by the Law Firm Maturity Index. It's not something that is easy to achieve, nor something that can be done quickly...Each of the elements that go to making up the ranking are things that take time and consistency and don't necessarily grab the headlines on a day-to-day basis. Thanks to everyone who make this possible on a daily basis and to my colleagues and our clients for trusting in what we're trying to achieve." Florence Brocklesby, Founder, Bellevue Law

Issues of ESG and social impact have become permanent features on the corporate landscape. A question therefore arises as to whether business as usual is even possible anymore. The benefit of transitioning to new business models through a Maturity lens, is that it provides a route to improvement, where firms do not need to trade-off profit for purpose. Indeed, the quantifiable human value that arises from Maturity improvement greatly outweighs any necessary investment. Not pursuing such a strategy therefore becomes a serious risk, and one that does not need to be carried.

Notes

[1] <https://www.lawcare.org.uk/latest-news/life-in-the-law-new-research-into-lawyer-wellbeing/>

[2] <https://www.law.com/international-edition/2022/09/13/uk-top-50-ranked-by-pep-partner-profit-growth-slows-as-firms-share-out-equity/?sreturn=20231005043028#:~:text=The%20firms%20with%20the%20highest>

About the Authors

[Manu Kanwar](#) is a former tech General Counsel, legal consultancy founder and a leadership and organisational coach. His consultancy, LexSolutions, is dedicated to making life in the law better for all those who provide and use it, through flexible legal resourcing, legal operations and programmes around culture. Manu combines his experience as a mindfulness facilitator, design-thinker and relationship systems coach to the work he does with legal teams, law firms and their leaders for a creative, progressive approach which is unique within the legal industry. (manu@lexsolution-s.com)

[Stuart Woollard](#) is a Founder and Council Member at The Maturity Institute. He has over 20 years of experience in helping organizations become purpose-driven and human-powered. Stuart co-designed the OMINDEX® diagnostic tool, which measures the organizational health and Maturity of companies; showing how firms can build better systems and cultures that drive sustained value. He also co-authored "The Mature Corporation - a Model of Responsible Capitalism", a textbook that offers a new vision and framework for sustainable Total Stakeholder Value creation. (stuart.woollard@omservices.org)



THE ONLINE SURVEY

Law Firm Maturity Index

We are excited to announce our collaboration with the Law Firm Maturity Index and would urge you to get involved!

Despite best intentions around improving culture in law, it is still hard to find benchmarks for what good actually looks like. So, working with the Maturity Institute and powered by OMINDEX, their company performance rating, LexSolutions has launched the Law Firm Maturity Index (LFMI) to create a maturity benchmark for the legal sector. “Maturity” being defined as the extent to which firms take a systemic approach to delivering value to all stakeholders.

This will help law firms find out the strength of their culture, how their human systems link to performance and ‘purpose led’ value. It will also support them to work towards positive improvement by showing where they truly are, identify any gaps and understand how they can make real progress. Lastly, it will help GCs understand their law firms in a more

meaningful way and design truly powerful ways to collaborate to elevate the culture in the legal sector - and its impact beyond.

The online survey only takes ten minutes, is entirely confidential and the data will go towards a database which shows overall Maturity scores for law firms across areas such as purpose, well-being, human value and sustainability, also generating insights on key legal sector themes such as burnout and D&I. Here is the link to the survey.

If you work in a law firm, in any capacity, we would urge you to spend 10 minutes completing it. You’ll get an immediate report back on your firm’s maturity level.


If you work in-house, ask your friends in law firms to check their scores.


We want all law firms to become more Mature. Healthier firms that better serve all stakeholders means that the whole legal sector increases its value to society.

Knowing how the Maturity Index has transformed other businesses and organisations into human-centric organisations, we see such potential in this for the legal sector. It provides invaluable data, insights and opportunities for real change, using a systemic and holistic approach.

We have featured an article based on early insights of the index [here](#). This is the first in a series of reports that will be informed by your responses to the survey. Remember, you'll get a report back straightaway and we can't wait to share sector-wide findings with you in future articles.

[Go To the Survey and get your report >>](#)

 Maturity Institute

 LexSolutions

Law Firm Maturity Index

Powered by OMINDEX®

Complete our 10-minute Law Firm Maturity Index survey to provide an insight into how well your organisation is meeting its social responsibilities together with achieving its desired financial performance, and realising your own potential contribution to overall success.

By completing this survey, you're agreeing to our [Privacy Policy](#).

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“Their magazines, books and articles are part of my professional life and help me getting better in my daily job ”

Kelly Rochester (Lawyer & In-House Counsel)

Chiara Lamacchia

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