

LEGAL OPERATORS

• Magazine for Legal Ops Experts & Professionals • No.1 • 2022



WOMEN & LEGAL INNOVATION

INTERVIEW WITH THOUGHT
LEADER AND LEGAL OPS
EXPERT AKSHAY VERMA

HUMANIZING THE LEGAL
FUNCTION BY MARK A.
COHEN

BENCHMARKING LEGAL
OPERATIONS MATURITY BY
RICHARD G. STOCK

LEGAL TECH IN THE UKRAINE
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A special thanks goes out to Anne Grau and Fatima Hussain, Akshay Verma, Mark A. Cohen, Richard G. Stock and Inna Ptitsyna for their excellent contributions. And last but not least, we wish Inna Ptitsyna, her co-workers and her family all the best considering the terrible situation in the Ukraine.

EDITORIAL

Welcome to the first quarterly edition of the magazine Legal Operators. I am excited to introduce a new magazine that will inform and educate legal professionals about the world of legal operations. Each edition will take you on a journey to learn about legal operations from an in-house perspective – including storytelling about real life experiences, highlighting new systems and innovations, and presenting solutions for more effective and efficient operations.

We will highlight the valuable work taking place across the legal industry through a focus on legal technologies, law firms, and alternative legal service providers. Companies will be profiled along with individuals that are doing outstanding work to advance and move the entire legal industry forward.

There will be an emphasis on topics such as diversity, equity, and inclusion in the law; change management; spend management; using data and analytics to make decisions; and focusing on professional development through coaching, job opportunities, and podcasts, webinars, and in-person networking events.

Management
Legal Operators
Mr. Colin McCarthy

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

I invite you to join the [Legal Operators community](#) to connect with your peers across the legal industry, discover innovative solutions, learn about upcoming events, and much more.

Your feedback, suggestions, and ideas are warmly welcomed as we build future editions of the magazine that are tailored to the topics and people you want to read about. Please send me a message at colin@legaloperators.com to let me know what you think. I hope you enjoy this first edition!

In community spirit,
Kind Regards,
Colin McCarthy

Colin McCarthy



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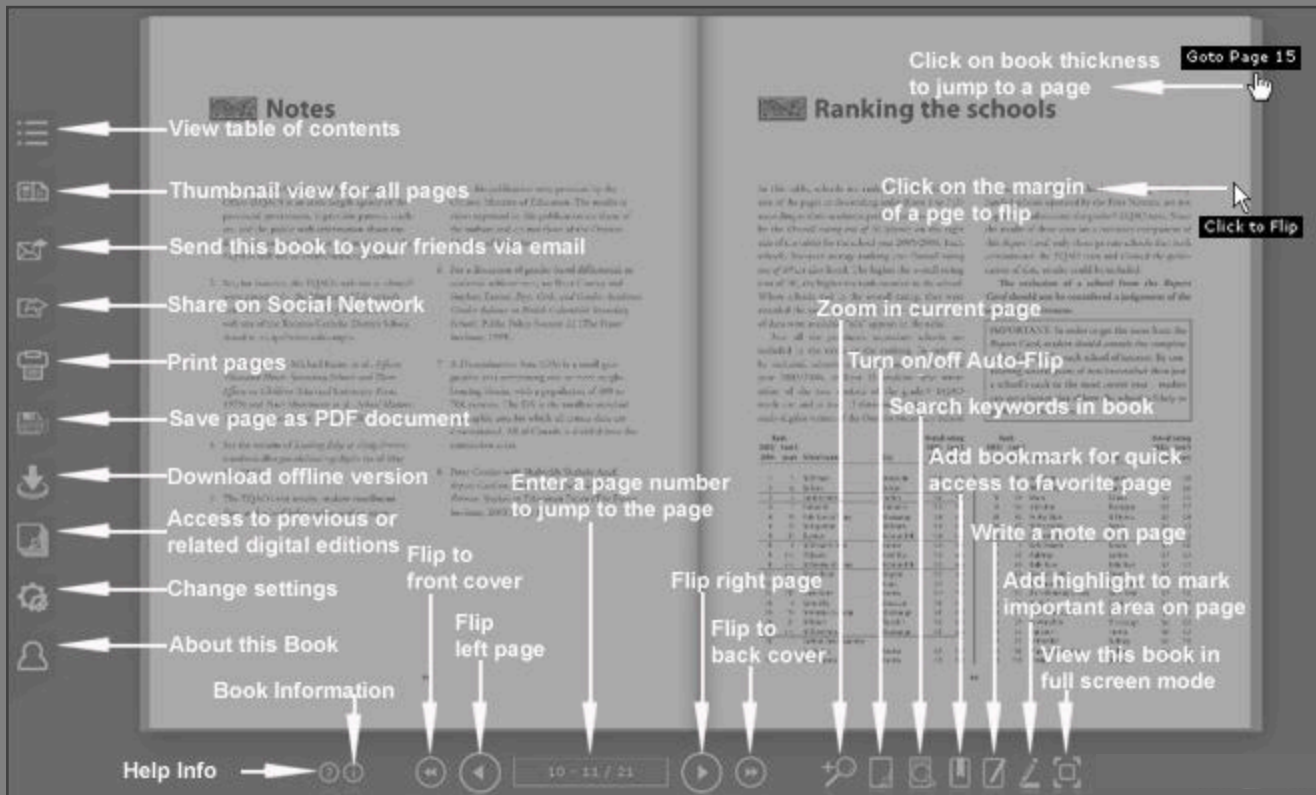
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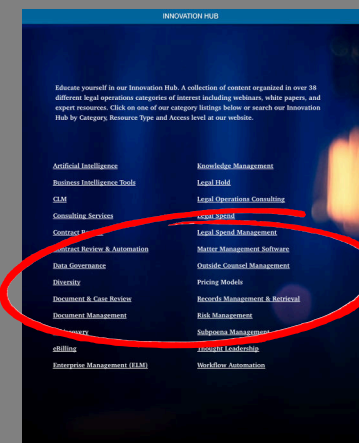


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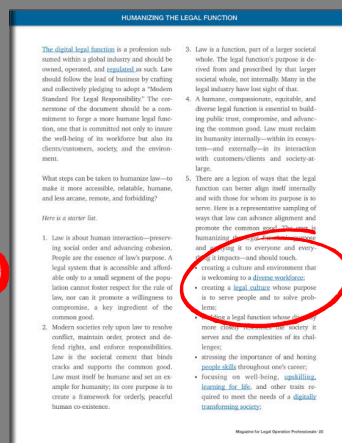
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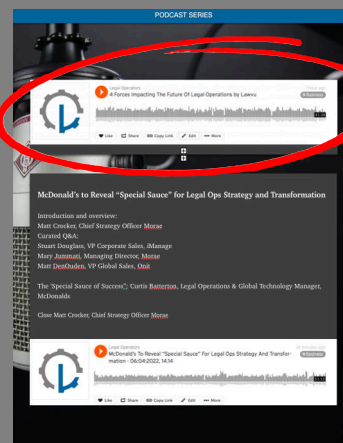
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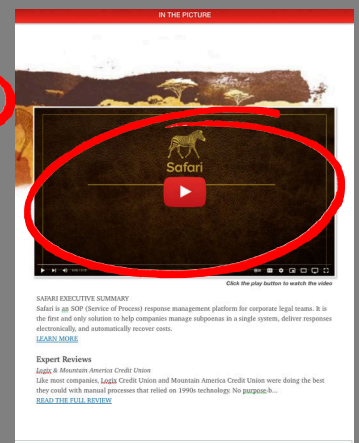
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WOMEN & LEGAL INNOVATION

By Anne Graue and Fatima Hussain

Fatima Hussain and Anne Graue talk to inspiring women in their series "Women & Legal Innovation - Global Edition". The goal is to encourage young female lawyers to develop their voice and become actively involved by showing them different stories & potential role models. The series started for the German market in May 2021, where Fatima Hussain and Anne

Graue published 15 inspiring women interviews in the online "lawyers magazine."

This new series aims to take an international view on the topic and share experiences and personal stories of women from different countries and their take on innovation in the legal industry.



Let's root for each other & help each other grow.

Legal innovation is an important part of our working lives as lawyers. For us, legal innovation means a fully comprehensive approach to become more efficient and client-centric. Legal operations, legal design, and legal tech are all part of legal innovation, whereas diversity and

inclusion are also key factors for innovative developments in the legal sector.

We have noticed that there is still an underrepresentation of women in the field of legal innovation in Europe. Moreover, there is a strong imbalance in the representation of woman speakers or in woman in panels (examples: 8:1, 16:4 or 11:2).

But why are there so few women represented? *Theoretically*, there are three possible explanations:

1. There are no women in the legal innovation field.
2. There are women in the legal innovation field. However, they do not want to be visible.
3. There are women in the legal innovation field. They want to be visible - but are not yet heard.

The first option is not a suitable explanation, as even brief research shows that there are indeed many inspiring women working on innovative topics.

We need trailblazers in the innovation field.

Rather, it has always been evident that women avoid visibility partly out of concern. They worry about criticism, adverse reactions from colleagues, or being called an imposter (so-called Imposter Syndrome). However, these worries are dispelled when there is a representation of women in the field of legal innovation.

In this series, we want to create empowerment and represent more women through different stories, careers, experiences and visions.

Grow through what you go through.

Many of us have already had negative experiences with our visibility. Be it comments on social media or statements from colleagues.

However, visibility brings immense positive effects: expanding your horizons and network, opening up new and exciting opportunities, and realizing that you can count on the support of many people around you.

And negative experiences are also important experiences: We learn and grow through them.

Innovation happens if we speak up.

Innovation can only happen if we actively speak up about our ideas. However, developing a voice and actively speaking up is a difficult step for many young women. Many have had this experience, and we want to encourage women to have an active part: Your voice is important - your vision is interesting!

Innovation needs strong women - strong women are those who empower others.

We know how important it is to support each other. We motivate each other to try new things and move outside the comfort zone. We listen and offer advice to each other and to other women who need support and a strong network.

Some women need the support of their

supervisor to be innovative and active, and women for whom it is even more important than their direct colleagues and friends support them. We are not all the same, and that is good: there is no blueprint for empowerment.

In a metaphor, some plants need watering from above, and some need only their root watered - some need more water, others less.

Whether you are leading a team or at the beginning of your career, empowerment is important at every level.

About the Authors

Anne Graue

[Anne Graue](#) is an attorney-at-law and Legal Innovation Advisor. She works as Legal Counsel in the automotive industry in Germany. Previously, she was Associate General Counsel at TIER Mobility SE - a hyper-growth start-up in e-mobility, where she drove the digitalization & development of the legal department.

Prior to this role, she worked as Legal Counsel at AUDI AG, where she was responsible for litigation in APAC & Europe and advised on e-mobility related product safety issues. Other prior experience includes working as a criminal judge and associate at Clifford Chance.

Fatima Hussain, LL.M.

[Fatima Hussain](#) is an attorney-at-law and Legal Innovation Advisor. She is a Senior Legal

Counsel at Trade Republic Bank GmbH, a Fin-Tech in Berlin. Previously, she worked as in-house counsel at Tesla Manufacturing Brandenburg SE and AUDI AG.

During her time at AUDI AG, her responsibilities included providing legal advice on product liability and safety issues in Germany and

international markets, for example, the U.S. and South America, and conducting national and international litigation. Prior to joining AUDI AG, she worked as a legal assistant in the Dispute Resolution team at Freshfields Bruckhaus Deringer and in the Banking & Capital Markets team at Clifford Chance LLP in Frankfurt am Main.

Black In-House Counsel Network Report 2022



The Black in-House Counsel Network is a comprehensive engagement platform designed to identify, qualify, and celebrate Black attorneys. Through media properties, digital tools, and live events, the Black In-House Counsel Network serves as a vital resource highlighting the achievements of Black attorneys while serving as a central resource for networking, professional development, and executive leadership training.

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





















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 Subpoena Management	 Workflow Automation	 Contract Management (CLM)
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A portrait of Akshay Verma, a bald man with glasses, smiling. He is wearing a dark suit jacket over a black t-shirt. The background is a bright, slightly blurred outdoor scene.

INTERVIEW WITH AKSHAY VERMA

Akshay Verma Director, Head of Legal Ops at Coinbase
During this interview Mr Verma was Head of Legal Operations at Meta.*

** Founded in June of 2012, Coinbase is a digital currency wallet and platform where merchants and consumers can transact with new digital currencies like bitcoin, ethereum, and litecoin.*

Your Head of Legal Operations at Meta. Can you tell us a little bit more about your background and the route to your current position?

Absolutely. I was a lawyer for a long time, and in about the eighth grade I decided that I wanted to do something with the environment, and then in college at UC Berkeley decided that I was going to pursue that through the law. This put me on a path to becoming an environmental lawyer, which I did after graduating from law school.

I worked in big law - started at Pillsbury Winthrop, and then moved to a smaller firm. In 2012, I completely shifted focus and went into legal consulting and business development at a company called Axiom global. And that role, which I was in for about six and a half years, really got me into the ins and outs of running legal departments. All the different levers around change management and process implementation, legal technology, resourcing the economics of it, all of that. And I learned a lot through the course of that time with my various clients, about legal departments. Then Facebook came calling in 2018. And I decided to jump ship and dig in, from the inside. As a consultant, you work on things from the outside, and I wanted to see what it would be like to implement the various solutions from the inside. So I've been at Meta for about three and a half years. I'm the head of legal operations there and work on a variety of those issues for the department now.

Legal Operations is a fairly new expert area throughout the industry. What are the biggest advantages and challenges in the field of Legal Operations?

I think it's a huge advantage for legal departments to focus on legal operations. And in fact, if the industry is any indication, just take a look at the number of open director-level positions for legal operations. They are significantly higher than two or three years ago. So I think legal departments are realizing the value that legal operations bring to the table. It's a fairly new discipline but only in name. If you were to disaggregate the discipline, there are portions of it, for example, legal technology, IT processes, change management, right lawyering, and eBilling, that have been around for a long time. But I think pulling them together under one umbrella, and then using that umbrella to drive value for the department and also for the company is a key piece of what the advantage of legal operations is for any given company.

Legal Operations in companies is an accepted area of expertise. It looks like Law firms are now also tuning in into this area.

You're absolutely right. Driven by client demand you see law firms investing in operational capabilities. It all started with eDiscovery but now you're seeing law firms invest in client teams, and they have people who are dedicated to the business side of their operations. You see law firms invest in process

dedicated to the business side of their operations. You see law firms investing in process implementation, Contract lifecycle, lifecycle management tools, and so forth. So I think you're starting to see more of that. In fact, one of my law school friends is now the head of legal operations at a Silicon Valley firm. They decided that it was important for them to invest in someone who was going to be leading legal operations, process improvement, and so on for the firm.

Looking at legal operations at Meta. how is it organized? And how does it relate to the other departments, and is there overlap between departments?

Most legal operations teams have your general typical functions like outside counsel management, process and tooling, vendor management, strategic planning with the CLO or GC suite around growth, and so forth. But also the economics of things like right budgeting. In terms of overlap of function, anytime an organization gets large, in part, it creates and is driven by overlap in function. You're never going to get away from that. That's just the nature of the beast. Especially as organizations get larger and larger and larger. So, is there tension as a result of that? No, but there's certainly inefficiency as a result of that. And part of what my team is doing, is trying to address those inefficiencies, because they undoubtedly sprout up with growth.

What kind of positions or competencies are key in building a successful team, and do all team members need to be 'legal/law' savvy?

There's a book that I have at my desk that I refer to quite often. It's called [The Five Dysfunctions of a Team](#), and is written by Patrick Lencioni. It has nothing to do with law or legal operations and is written as a fable. It focuses on teams, and how teams diverge in the way that they actually need to work together, how to bring them back, and how to operate more effectively as a team. One of the five dysfunctions is the absence of Trust. Teams who lack trust conceal weaknesses and mistakes, hesitate to ask for help, jump to conclusions about the intentions of others, hold grudges and dread meetings.

Building trust is one of the top priorities for me. Because without trust, you have nothing. You cannot build on anything else on your team without trust. Mind you that takes a while, even with existing teams. You have to revisit that conversation on a regular basis. And you have to find a way to be open and transparent. You have to do things without ego and understand that there's a greater good that you are working towards. So as you can see, none of that involves anything around the law or legal acumen whatsoever. But I truly believe that that's the bedrock of well functioning teams is trust.

And competencies; do you need to be legal savvy? No! I'll give you example. I have two people on my team, who before they came to my team had zero legal experience whatsoever. They are two of the top performers on my team because of the way that they think about their work. The way that they go about their work, the way that they execute their growth mindset, and their proactivity. Again, none of those have anything to do with the law, any kind of legal acumen or any substantive legal knowledge. Obviously, it helps me being a lawyer but it's not necessary for my job.

Looking at the topics Diversity and inclusion; What do they mean for you as head of Legal Operations, and do you have rules/policies/projects around these topics?

Yes, I'd say we have, in my experience, one of the more robust set of programs for Diversity and Inclusion anywhere in the industry. I would split it into two areas. One is internally focused on our legal department, and the people on our department, their advancement, the various issues that come up as a result of the diversity and inclusion focus. And then we have our externally facing programs, predominantly with our law firms. Both of them get a significant amount of focus and attention. And I think it's critical. And I know that the industry has not just the industry, but the corporate sector has been talking at length for a while about

the business case, behind diversity and inclusion, different perspectives. We've all heard the adage, two brains are better than one. Well, I think that's doubly true; have diverse perspectives that that are brought to the table to solve any kind of problem. Nevertheless in my opinion we have to start getting away from only that line of thinking, We have to get away from the business case, as a piece of advocacy for diversity, because I think we need to start getting to what it really originally was, which is, diversity is good for its own sake, and inclusion is important because different people need a seat at the table. The inequities that continue to permeate our society are not going away. And the more that we talk about the business case, I think the more that we get to get away from the innate responsibility that we have as human beings, to keep an eye out towards diversity and inclusion. So it's taken very seriously on my team, and in our department. It's a critical piece of how our industry and our legal profession needs to move forward.

Being a multinational company, what are the biggest organizational challenges for you and your team? And how do you make sure that legal operations is aligned on all the different levels?

If I had a real solution for that, I would give it to you. And if you know anyone that has an answer to that, can you please send them my way? This is a really tough challenge for

for anyone at a multinational level. So to attain, what I will call an answer to this question is probably impossible and probably not necessary. So let me let me take one example that I think cuts through the question and is exemplary of the kinds of things that we want to be able to do grow for us, both in terms of the work that the company and the legal department needs to do, and also with the growth of the department itself. We have way more work than our department can do. Yet at the same time, we're growing at a very unreasonable rate. We're crossing the 2000 person threshold at some time in the next three to four months, assuming our hiring stays on track we will have the largest legal departments on the planet. And that becomes very unwieldy at some point. So there are knowledge management challenges, onboarding challenges, collaboration challenges, and there are the simple challenge of knowing your peers and colleagues which are monumental at that kind of scale. We're addressing these challenges in a number of ways. We have a XFN that we've created around the department to address some of these at a personal level. Helping people connect across the department, so that when they do get a chance to work together, maybe they know each other a little bit.

One granular kind of work stream out of that is legal onboarding, which is a monumental challenge for us. So making sure that those modules for onboarding are standard-

ized for everyone. That they are relevant to making sure that they are updated, and scaled appropriately. They lead to an understanding of the things that team members need to do similarly. However the constantly increasing growth will continue to be the biggest challenge for us.

You recently change your name from Facebook to Meta. Does this affect your departments. And can you elaborate on that?

Most of the name change is predominantly on the commercial side of the company. We are not a company that requires heavy lift for revenue generating portions of our commercial agreements. The majority of our revenue is driven by ads. And those ads, generally speaking, are from online - click through - agreements that our ad partners can find on our website. They click through standard templates, so not a huge drag there. The rest of it was really on the buy side of the company. E.g. on our procurement side, we had templates that we had to address 'cause of the name change. So all in all, I'd say, the name change itself is more of a rebranding exercise, than a real kind of business driven exercise that requires significant legal support to do.

Do you benefit from working at a tech driven company in terms of developments, purchase and investments in Legal Operation Solutions?

We're very fortunate in that, since we have the best engineers on the planet at our company. And some of them are dedicated to internal tooling. So we are able to leverage our enterprise engineering team to build out some of our own solutions, particularly where they are bespoke to what we need to do. So they're not your typical off the shelf solution that you may buy on the market, and therefore we fortunate to work with great solutions. However, we also have a legal technology team that drives a strategy for whether we build something internally or whether we go out and buy it. For this I work very closely with this team and our Purchase department

The rapid rise of LegalTech solutions, and the global financial crisis changed the legal market from a traditional 'lawyers' driven market into a dynamic, constantly evolving industry. Did or do you see a change in working with Law Firms, and what's to expect for the future?

I think they were really important driving events for the legal industry, and particularly for operational side of the industry, whether it's legal technology, pricing, engaging with law firms, the new pressures on CIO's and GC's, CEOs, and CFOs I think it was a cataclysmic event but a lot of ways very positive. Positive because it's driving new opportunities and innovation. One of the biggest pieces of that innovation is how clients are now pushing their law firms for different pricing mechanisms. The hourly

model is borderline unethical. As the founder and CEO of Axiom used to say: *"how can a client value someone doing work for them, where their incentive is to spend more of their money and that's exactly what the hourly model is And, I don't want to hear anything about 'we do budgets upfront.' Nobody sticks to a budget; show me one law firm that stuck to a budget that wasn't locked in on an alternative fee arrangement, it does not happen. It does not work. It's not a real thing."*

The problem is that for 150 years law firms have been doing everything for clients, even the low commodity work that is now starting to change. So you're seeing this sophistication on the client side to segment out the work, keep some of it inside, send outside, and even segment outside law firms (e.g. a dedicated law firm for only high value litigation). The other commoditized work is send to alternative legal services providers, to firms with a lower cost base, or it's going to be delivered automatically through IT solution. And then on top of that, when we do engage with a firm on litigation, we're going to do it under very smart alternative fee arrangements.

You see clients are continuing to push law firms to this new approach. More and more law firms are starting to come around and accepting these new client demands. And the ones that don't, they're going to go the way of the dodo bird and be extinct.

If you had unlimited budget and had to choose 3 things to make, change or stop, what would you do?

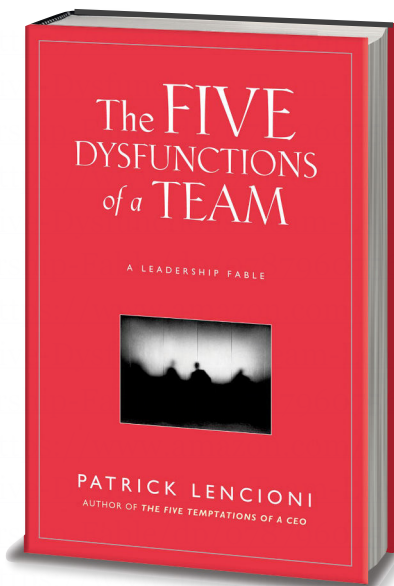
I would not want unlimited budget, and to be honest I think unlimited budget leads to poor decision making. We live in a world of efficiency. That is our edict. It's the reason we were born in legal operations. So having unlimited budget is actually counter to the very mission that we are supposed to be on.

But to answer your question, if I had to

work with an unlimited budget I would invest in people. I think people bring more to the table than tools. than any kind of process, any kind of outside vendor, and than anything else. So if I had one area where I would love to focus my energy and my resources, it would be on people.

We thank mr Verma for sharing his experiences, expertise and insights and wish him all the best in his new position at Coinbase.

The Five Dysfunctions of a Team















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

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



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HUMANIZING THE LEGAL FUNCTION: What It Means And Why It Matters

By Mark A. Cohen

When people have points of reference that are humanizing, that demystifies difference. —Laverne Cox

The speed, scale, and effects of change are challenging the limits of human adaptability. The pandemic has accelerated and intensified an already perfect storm of socioeconomic factors that include: digital transformation, technological advances, big data, social/political fragmentation, and climate change. These and other convergent forces are transforming our lives, business, society, and the planet. Then came the pandemic.

Covid-19 has accelerated change and exposed the fragility of human networks—individual, social, business, supply chain, societal, and environmental. It has ravaged physical and emotional health, elevated uncertainty, upended routine, limited human contact, and elevated isolation. The pandemic has been a painful reminder that life is not a solitary pursuit and interpersonal contact is essential to feeling—and being—human.

The pandemic has intensified the daily battle of subsistence for hundreds of millions of our fellow humans. For the more fortunate, it has provided an opportunity to reflect, reboot, and rebalance their lives. What is our purpose? Where do we live and work? How do we achieve balance that fulfills life's purpose?

The search for purpose has contributed to

“The Great Resignation.” A record number of American workers have voluntarily left their jobs. There are many reasons, of course, and a lack of purpose—especially among Millennials and Gen Z's—tops the list. The younger generations tend to view life more holistically and do not compartmentalize work/life/family the way their parents did. Purpose is not confined to a paycheck; it is also a voice, a team, an opportunity to collaborate, learn, grow, experiment, understand the why of work, and contribute to the common good. This is stakeholder capitalism applied to the individual.

The pandemic has also contributed to dramatic demographic shifts produced by technological advances that support remote working, especially in knowledge-based industries. People are moving to where they want to live, not where their job is. They are also moving across industries. Digital transformation has accelerated dramatically during Covid-19, further blurring demarcation lines that once separated industries. Skilled workers, especially those that possess agile minds, are learners-for-life, possess advanced “people skills” (EQ), and can “connect the dots” have more choices than ever before. Many have migrated to work that provides an elevated sense of purpose, not necessarily accompanied by a bigger paycheck. Purpose, balance, and understanding “the why” of work are elements of “individual stakeholder capitalism.”

It is no coincidence that stakeholder capitalism and the individual version of it are converging. Business sustainability—and profit—is promoted by a clearly-articulated, widely embraced statement of purpose and mission that commits to doing well by doing good. The key ingredients are: a humane approach not only to the workforce but also customers, communities, society, and the environment; providing value and an outstanding end-to-end customer experience; contributing to the communities business operates in and impacts; committing to diversity, equity, and inclusion (DEI) as well as environmental, social, and governance sustainability and ethical impact (ESG); and creating a culture that respects the individual and advances the collective good.

The 2019 [Business Roundtable Statement](#), signed by 181 CEO's of leading companies, is a blueprint for the “Modern Standard For Corporate Responsibility.” It taps into the vein of the common good, injecting purpose; diversity, equity and inclusion; sustainability; social responsibility; and common good governance into business. This prescription for corporate health positively impacts a wide group of stakeholders, enabling business to do well by doing good. It has proven to be a magnet for talent, customers, and investors—a corporate virtuous circle.

“We Have Forgotten What Law Is For”

How has the legal function responded to individual and societal needs during this time of change, crisis, and suffering? Ralph S.

Tyler Jr., a Harvard constitutional law professor, gives it a failing grade in a recent [New York Times Opinion piece](#). “Something has gone badly wrong: It is unclear, in America in 2022, what the point of law is, what higher ends it should strive to attain. We have forgotten what law is for.”

What’s missing from law today, Tyler argues, is an emphasis on the common good, a core precept of American legal tradition whose roots trace back to the nation’s founding. The “general welfare,” Tyler notes, appears in both the preamble to the Constitution and its text. He maintains the common good has been replaced by intractable, competing ideologies and factionalism. Even the Supreme Court, in his view, has succumbed to these social, political, ideological, and economic societal fissures.

There is ample evidence to support the contention that we have forgotten what law is for. Big Law may be celebrating its 2021 record profits, but the rule of law is on the precipice; a small fraction of the population can afford legal services even when they are desperately needed; and self-regulation has conflated legal practice with the business of delivering accessible, affordable, efficient, and fit-for purpose legal services, products and [assistance](#).

These issues are not endemic to the US legal system. The challenges and solutions to law’s wider malaise share more in common than their jurisdictional practice differences.

[The digital legal function](#) is a profession subsumed within a global industry and should be owned, operated, and [regulated](#) as such. Law should follow the lead of business by crafting and collectively pledging to adopt a “Modern Standard For Legal Responsibility.” The cornerstone of the document should be a commitment to forge a more humane legal function, one that is committed not only to insure the well-being of its workforce but also its clients/customers, society, and the environment.

What steps can be taken to humanize law—to make it more accessible, relatable, humane, and less arcane, remote, and forbidding?

Here is a starter list.

1. Law is about human interaction—preserving social order and advancing cohesion. People are the essence of law’s purpose. A legal system that is accessible and affordable only to a small segment of the population cannot foster respect for the rule of law, nor can it promote a willingness to compromise, a key ingredient of the common good.
2. Modern societies rely upon law to resolve conflict, maintain order, protect and defend rights, and enforce responsibilities. Law is the societal cement that binds cracks and supports the common good. Law must itself be humane and set an example for humanity; its core purpose is to create a framework for orderly, peaceful human co-existence.
3. Law is a function, part of a larger societal whole. The legal function’s purpose is derived from and proscribed by that larger societal whole, not internally. Many in the legal industry have lost sight of that.
4. A humane, compassionate, equitable, and diverse legal function is essential to building public trust, compromise, and advancing the common good. Law must reclaim its humanity internally—within its ecosystem—and externally—in its interaction with customers/clients and society-at-large.
5. There are a legion of ways that the legal function can better align itself internally and with those for whom its purpose is to serve. Here is a representative sampling of ways that law can advance alignment and promote the common good. The crux is humanizing the legal function’s purpose and applying it to everyone and everything it impacts—and should touch.
 - creating a culture and environment that is welcoming to a [diverse workforce](#);
 - creating a [legal culture](#) whose purpose is to serve people and to solve problems;
 - building a legal function whose diversity more closely resembles the society it serves and the complexities of its challenges;
 - stressing the importance of and honing [people skills](#) throughout one’s career;
 - focusing on well-being, [upskilling](#), [learning for life](#), and other traits required to meet the needs of a [digitally transforming society](#);

- jettisoning the antiquated “lawyers and ‘non-lawyers’” mindset and replacing it with a [team approach](#) to problem solving that does not relegate non-licensed attorneys or younger generations to a lesser status;
- using [language](#) that is clear, concise, and designed to “speak the language of individuals, business, and society”—not “legalese.” The goal of language is to communicate and create community. Legal language has the opposite effect;
- Reimagining [legal education](#) and training so that it is [more affordable](#), flexible, people-oriented, accountable, outcome-driven, diverse (student body and faculty), and produces graduates that not only know the rudiments of doctrinal law and can “think like a lawyer” but also possess an understanding of the marketplace and the needs of the clients/customers and society they serve;
- [Legal regulation](#) must be humanized. Crispin Passmore, a legal regulatory authority and friend explains how: “If we are to humanize law, we need to make it accessible and relevant, ensuring that it evolves with the society and economy it serves. Only independent, genuinely public interest regulation can do that.”
- The legal function’s purpose must be clearly articulated and adopted throughout its ecosystem. It is a “legal mosaic” and must function as an integrated whole with a clear sense of purpose, clarity, cohesion, and compassion;
- Courts must be humanized, because the judicial process is skewed against individuals. A 2020 [Pew Charitable Trusts report](#) highlighted the desperate need for reform. It found that at least four million Americans are sued over consumer debt each year. More than 90% lack counsel, and in excess of 70% of cases result in default judgments against the defendant. When individuals have a legal right to assert, they are, likewise, highly unlikely to retain counsel. This is not a humane, equitable, or sustainable legal system;
- The legal function can learn a great deal from the [digital transformation of business](#); it need not reinvent the wheel. Law should focus less on “[innovation](#)” and more on [alignment within its ecosystem](#) and with society-at-large. Business has created a roadmap that can be adapted—and followed—by the legal function;
- Knowledge, skills, and judgment are core elements of the legal function. Technology, data, process, and other tools enable people to leverage and scale legal delivery—to make it more predictive, proactive, accessible, affordable, and fast. But without empathy, [collaboration](#), and humanity, the legal function cannot earn the trust and respect of its workforce or those it serves. That’s why humanization is the lynchpin of law’s ability to restore

public trust and a return to the common good.

Conclusion

The legal industry has been largely dismissive of “[soft skills](#)” and “humanizing law.” One of the paradoxes of our time is that the ascendancy of automation, artificial intelligence, blockchain, Big Data, and other technological platforms has elevated, not diminished, the importance of humanity. It is not only what distinguishes us from machines but it also enables us to apply our humanity to machines. The legal function will play an important role in this process but must first take a hard look at itself.

Humanization in law is a critically important, overlooked, and timely issue. The Liquid Legal Institute (LLI), a German-based interdisciplinary platform promoting collaboration, simplification, and new ways to improve the legal industry, will soon be publishing, “Humanization & The Law,” a book devoted to this topic. It promises to be well worth the read and a jumping-off point for further attention and exploration.

This article was also published at [Forbes](#)

The Author

We’ve asked Mark to tell us about himself.

Mark: “A *fit-for-purpose legal function meets the needs of the enterprise, its customers, society, and the planet. This requires a reassess-*

ment of its role from the customer perspective and a reimagination of how law can more effectively utilize existing tools, resources, data, organizational models, and metrics to achieve customer objectives. This is the crux of what I do— my writing, speaking, consulting, and



teaching across five continents.

I work with Governments, multinational enterprises, large-scale legal service providers, and not-for-profits. The goal is to extract greater value from the legal function and to align and integrate it with business to create value and elevate the end-to-end customer experience.

I founded [Legal Mosaic](#) to mine and leverage my experience and global network to provide a holistic perspective of the legal industry/ecosystem. Law’s stakeholders must not only be internally aligned but they must also integrate with business and society. I see this process as a legal mosaic, so the name resonated. It also reflects my love of art and the delightful dilemma of

being a creative person functioning in a highly analytical profession.

I am also a co-Founder and Executive Chairman of The Digital Legal Exchange, a unique, global, not-for-profit organization created to teach, apply, and scale digital principles to the legal function and facilitate greater integration of corporate legal teams with the businesses they serve.

I am frequently engaged as a keynote speaker and have spoken and consulted throughout North America, Europe, Asia, South America, Africa, and Australia both in person and online.

In 2018 I was appointed by the Singapore Academy of Law (SAL) to serve as the inaugural “LIFTED Catalyst-in-Residence” to advance innovation in legal delivery and education in Singapore and the region. I have since been made a Distinguished Scholar and work closely with SAL on several strategic projects and events.

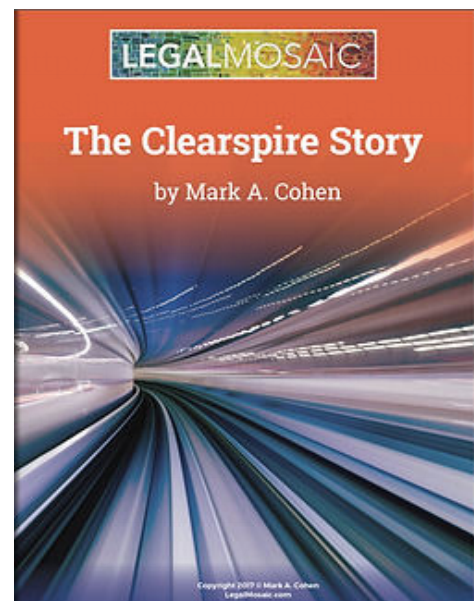
I am passionate about modernizing legal education and training and bridging the gap between the Academy and the marketplace. I have served as Distinguished Fellow at Northwestern University Pritzker School of Law, having previously spent five years as a Distinguished Lecturer at Georgetown Law. I have guest-taught at Oxford Law and Business Schools, Harvard Law School, University College London Faculty of Laws, Bucerius (Germany), IE (Spain), the

College of Law (Australia) and other leading global institutions.

I have been a regular contributor to Forbes for five years, writing on the global legal marketplace I have also written frequently for Bloomberg Law, The ABA Journal, The American Lawyer, Legal Business World, and The Canadian Bar Journal and I am a regular contributor for Economist Impact.

I have authored three eBooks and am an inaugural member of the ALM Intelligence Fellows Program. My work was recognized by the American Bar Association as one of the fifty leading legal blogs in the world.”

Mark Also cofounded and managed Clearspire, a groundbreaking 'two-company model' law firm and service company. The Clearspire model and lessons learned from it are the foundation upon which his current activities are fused with the practice portion of his career. Click on the book to read the story.



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BENCHMARKING LEGAL OPERATIONS MATURITY

By Richard G. Stock



Law departments seldom have access to comprehensive and valuable benchmarking material at no cost. I have had a chance to review the report released by the Association of Corporate Counsel (ACC) in partnership with Wolters Kluwer Legal & Regulatory in the spring of 2020. See <https://www.acc.com/resource-library/2020-legal-operations-maturity-benchmarking-report>. There were 316 participants, spread across 24 industries and 29 countries. This article should be regarded as an abstract intended to encourage all law

departments to study and act on the full ACC report.

The ACC's maturity model is designed for law department leadership and management to "place themselves in three stages of maturity by benchmarking against companies of different sizes and industry sectors." The model surveyed 15 functions and 92 sub-functions.

The 15 functions are:

- Change Management
- Compliance
- Contract Management
- eDiscovery and Litigation Management
- External Resources Management
- Financial Management
- Information Governance (Records Management)
- Innovation Management
- Intellectual Property Management
- Internal Resources Management
- Knowledge Management
- Metrics and Analysis
- Process & Project Management
- Strategic Planning
- Technology Management

Five key findings of the report provide important context when considering the statistical results.

1. departments that employ legal ops professionals are more advanced across the 15 functions
2. there is significant variation in maturity across functions with Compliance and Financial Management most advanced and eDiscovery and Litigation Management and Innovation Management the least advanced
3. larger departments tend to report higher maturity levels
4. budget limitations, leadership scepticism about the value of legal operations , and resistance to change are barriers to improving operations maturity
5. only 8 (2.5 %) law departments are in an advanced stage of maturity across 10 or more functions

The benchmark report evaluates each function on a 6-point scale. The average score for the *Compliance* function is 3.46 - Intermediate Stage One. *Financial Management* scores an average of 3.34, also Intermediate Stage One. The remaining 13 functions each score

below 3.0, demonstrating that most companies can do much more to improve their legal operations.

External Resources Management

I have elected to look at one function – external resources management – to illustrate the report’s treatment of the sub-functions. This function had the fifth highest score at 2.85, yet only 11% of the law departments reported that they were in the advanced stage.

The report relies on 13 sub-functions to determine operational maturity for external

resources management. These follow with the total percentage of participants stating that the elements are “not yet in place” and “planning to be in place”. Otherwise said, these departments are at best in the early stage.

Observations

With few exceptions, almost all the sub-functions for managing external resources should be embedded in a law department’s annual business plan. However, 50% to 75% of the 316 participants have nothing in place for 7 of the 13 sub-functions. The report revealed that about 255 of the participants plan to

Sub-Functions	% not in place
a) Sourcing decisions are ongoing considerations and legal service providers (LSP) are integrated in the legal services delivery model	47.1
b) Use of legal services is driven by value provided at the phase/task level	28.0
c) Law firm/LSPs are considered value producing business partners, continually improving performance and relationship	27.9
d) Outside counsel and vendor management are centralized function(s) within legal operations; involvement in RFPs; engagements, pricing and performance review	42.8
e) AFAs are considered on all matters and are heavily used	65.0
f) Systems smoothly incorporate/support AFAs in billing and metrics/ dashboards	
g) Procedures exist to assess value and reconcile pricing to cost variances	62.3
h) Frequent review of budgets and performance (at least quarterly)	40.4
i) Standardized supplier quality/performance metrics	75.3
j) Regular, structured and mutual feedback	59.4
k) Vendor management metrics integrated with GC dashboard	77.2
l) Systematic use of value adds (e.g., training, secondments) and value-enabling capabilities such as firm/LSP-provided project management and technology	64.9
m) Win rates (outcomes) are considered in vendor selection	63.3

“standardize quality/performance metrics” and to “secure regular, structured and mature feedback” from their external resources. This suggests that a significant majority of law departments are only in the early stages of thinking about how best to manage themselves and the resources that they use. Law department leadership and management should set aside incremental adjustments to operating practices and resource management in favor of comprehensive business plans that will advance their performance across all 15 functions. The ACC benchmarking report provides a good self-assessment

tool and a solid foundation for change across 24 months.

About the Author

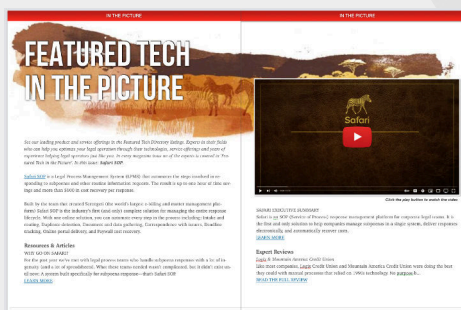
[Richard G. Stock](#), M.A., FCG, CMC is the senior partner with Catalyst Consulting. The firm has been advising corporate and government law departments across North America, Europe, the Middle East and Australia since 1996. For law department management advice that works, Richard can be contacted at rstock@catalystlegal.com.

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LEGAL TECH IN THE UKRAINE DURING THE WAR

By Inna Ptitsyna

I am Inna Ptitsyna, Head of Communications at Lawrina. Also, I am an ambassador of the Kyiv Legal Hackers international community, interested in legal design.

Lawrina is a legal platform aimed to improve free access to legal information in the U.S. and build an innovative community around lawyers. We are building an ecosystem with legal information more accessible for legal practitioners and easier to comprehend to the general public, new opportunities for lawyers' collaboration and growth.

Most of our team are Ukrainians, as it has been proven that they are one of the best professionals in the field of innovation. Our Ukrainian team is safe. Some of them are forced to the bomb shelters, others are joining Ukrainian Military Forces to defend their country. However, we do our absolute best as an organization to continue service as we all want to help our country fight with the enemy by all means.

Did you or other parts of the team move to a new location, either in Ukraine or out of the country?



The situation is different for each member. Someone has left the country, someone has moved to the Ukrainian western cities, and someone is remaining in their cities or has gone to their relatives. I am staying near Kyiv with my family because it's safe here (as much as it is possible). And I do believe that just being with my family gives me strength.

Is everyone working remotely? Prior to Russia's attacks, was most of the company working remotely?

Now we all are working remotely. It's more

convenient for us because, before the Russian full-scale invasion, we all worked hybrid: 3 days in the office and 2 days from home. But there was a possibility to go to the office all 5 days. However, there is a lot of psychological pressure we try to do our best. We care about our clients and we understand how important it is to keep going implementing our mission right now.

During this crisis, what has your daily work routine entailed? Has your personal daily life changed?

All my world changed. And I do believe that it's also true for all people from our team, our country, the international community as a whole. First 4 days I, like many others, only tried to digest this situation, to understand all the changes. I do a lot of volunteer work in communications because I wanted to help my country from the first day. Then I begin to understand how to readjust life to the new reality and which of the work tasks I should do. On the 6th day, I started to dive into a work routine. But I am still trying to get to a normal schedule and amount of tasks. We all understand "why" do we need to keep going, so there is no doubt that we could find an answer for "how".

How has the crisis impacted operations?

We all and the international community believed that it's impossible for war to happen. The 24th of February was a shock for all the world. It should be a normal workday, but a full-scale Russian invasion crashed our plans. Everything stopped for a day, then we were trying to continue to work for customers and only a few days ago we started to restore everything at full capacity. Of course, because we all are working remotely and there could be problems with connections, therefore, we have almost no meetings. But we try to keep in touch, support each other and not just with work tasks. Moreover, we involve more colleagues from abroad to keep our operations more stable.

We do believe that Ukraine will win and

we will achieve even more. Most of our top management stayed in Ukraine and they not only believe in our country, but they also try to support it.

Is the company concerned about cybersecurity threats or business disruptions?

Because we work in the legal tech sector where security and stability are very important we care about our security a lot. Therefore, from the beginning, we have taken serious security measures and hired the best specialists. However, our security measures have been set up very well before, now we take even greater care of them. Moreover, all data is stored on servers out off Ukraine, so we are calm about the data of the company and our customers

Is it more difficult to focus on software development and/or the business as the country is under attack?

While neighbor country attacked your country, you could not think of anything else. The primary needs now are physiological safety and normalization of the psychological state. But the strength of the Ukrainian people and the support of our own international partners helped us to focus on things we are professionals at.

So once our team members were able to meet those needs, it became possible to focus on development and business. Also, our company understood the situation and assured everyone

that the most significant thing is to be safe and take care of the safety of their loved ones.

Are any members of your startup participating in the Ukraine military? If so, what are they doing? Are they balancing legal tech work and their country obligations?

All of us understand that it's important to help our country fight with the enemy by all means. Also, since most of our startup members have creative and tech expertise, they joined the "informational army" to help share the truth and protect cyberspace. They are trying to balance volunteer work with their daily tasks.

We believe that with an experience like this we will become even stronger and will fearlessly

develop our project and implement our mission.



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Business

4 Forces Impacting The Future Of Legal Operations by Lawvu

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Matt Crocker, Chief Strategy Officer Morae

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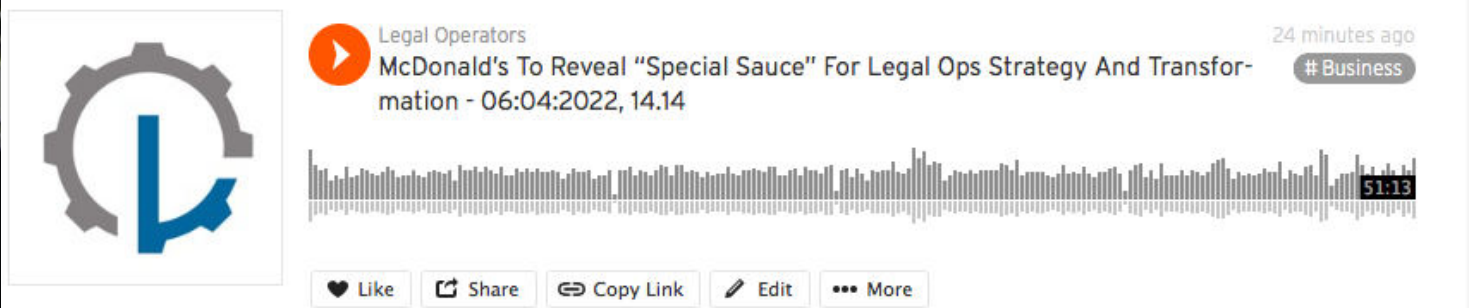
Stuart Douglass, VP Corporate Sales, iManage

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Close Matt Crocker, Chief Strategy Officer Morae



Legal Operators 24 minutes ago
Business

McDonald’s To Reveal “Special Sauce” For Legal Ops Strategy And Transformation - 06:04:2022, 14.14

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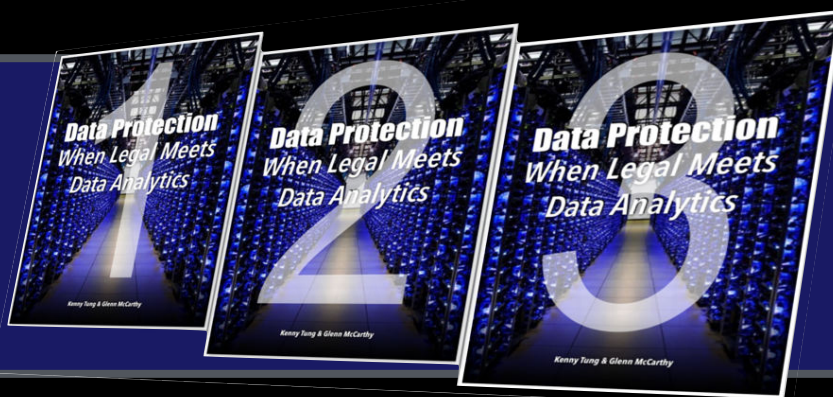
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[Safari SOP](#) is a Legal Process Management System (LPMS) that automates the steps involved in responding to subpoenas and other routine information requests. The result is up to one hour of time savings and more than \$100 in cost recovery per response.

Built by the team that created Serengeti (the world's largest e-billing and matter management platform) Safari SOP is the industry's first (and only) complete solution for managing the entire response lifecycle. With one online solution, you can automate every step in the process including: Intake and routing, Duplicate detection, Document and data gathering, Correspondence with issuers, Deadline tracking, Online portal delivery, and Paywall cost recovery.

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For the past year we've met with legal process teams who handle subpoena responses with a lot of ingenuity (and a lot of spreadsheets). What these teams needed wasn't complicated, but it didn't exist until now: A system built specifically for subpoena response—that's Safari SOP.

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SAFARI EXECUTIVE SUMMARY

Safari is an SOP (Service of Process) response management platform for corporate legal teams. It is the first and only solution to help companies manage subpoenas in a single system, deliver responses electronically, and automatically recover costs.

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