

# JANUARY 2025

Monthly Lexinfo Law Practice Management Alert

# LAW PRACTICE MANAGEMENT ALERT



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Thank you for your continued support and cooperation.

## Highlights

### Internet Articles

- Reach, Catherine. ChatGPT search has arrived for everyone. – [2025 Jan 7 North Carolina Bar Association](#)
- Richter, Stephanie. Investing in legal talent: How marketing can drive associate retention. – [2025 Jan 23 Strategies & Voices](#)
- Winmill, Jason. The corporate law department of the future: The essential skills are not what you think. – [2025 Jan 2 Thomson Reuters](#)
- Witkowski, Nolan. Building resilience: Disaster recovery and backup strategies for law firms. – [2025 Jan Tloma Today](#)

### Journal Article

- Mashabane, Basil. The creation of the Legal Services Ombud – How to make it effective. – [2024 45\(4\) Obiter p980](#)

### Law Firm Articles

- Laurens, Tim. From innovation to imitation: The unseen risks of the Legal Sector Code. – [2025 Jan 14 Kisch IP](#)
- Marot, Tristan. How unverified research and AI shaped a High Court judgment. [[Mavundla v Member of the Executive Council for the Department of Co-Operative Government and Traditional Affairs: KwaZulu-Natal and Others \(7940/2024P\) \[2025\] ZAKZPHC 2 \(8 January 2025\)](#)] – [2025 Jan 10 Norton Rose Fulbright: Financial Institutions Legal Snapshot](#)

### New Publications

- [Codling, Amy R. Thinking Critically About Law: A Student's Guide. – 2nd ed. – Routledge, 2025.](#)
- [Marnewick, C.G. Litigation Skills for South African Lawyers. – 5th ed. – LexisNexis, 2024.](#)
- [Warburton, Dan. Delegate Now to Supercharge Your Profits. – Hawksmoor Publishing, 2025.](#)
- [Webb, Julian \[ed.\]. Leading Works in Legal Ethics. – Routledge, 2025.](#)

## Upcoming Events:

### Online

Attracting New Clients Short Course | SA Legal Academy | View [Here](#).

### Online

Legal Practice Management for Growth and Success | SA Legal Academy | View [Here](#).

### 10 March 2025

Internships in law: challenges, opportunities and the path forward | International Bar Association | Webinar | View [Here](#).

### 18 June 2025

The New Strategic Imperative: Leadership, Culture and Professional Development | Online | View [Here](#).

### 16 September 2025

Understanding the Impact of Geopolitical Risks on the Legal Industry | Webinar | View [Here](#).



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## ALTERNATIVE LEGAL SERVICE PROVIDERS

### Internet Article

**Alternative legal services providers face diverging market, new report shows.**

2025 Jan 28 Thomson Reuters

“Some of the most important revelations in the report include: Strong growth — ALSPs prove their value — Increasing comfort levels — A short-term boost from GenAI.”

<https://www.thomsonreuters.com/en-us/posts/legal/alsp-report-2025/>

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## ARTIFICIAL INTELLIGENCE

### Data Infrastructure

### Internet Article

**Dangelo, Mark. The 3 pillars that support AI's data deep undercurrents.**

2025 Jan 21 Thomson Reuters

“Data mesh, data fabrics, and data weaves are designed to map, connect, and guide data across an enterprise, ensuring such data moves efficiently, remains accessible, and fosters innovation.”

<https://www.thomsonreuters.com/en-us/posts/technology/pillars-ai-undercurrents/>

### Ethics

### Internet Article

**Hilborne, Nick. AI users in justice system should be under duty to act responsibly.**

2025 Jan 30 Legal Futures



"The duty should include "an obligation to pause, rethink, redesign or even stop development or deployment if significant risks to the rule of law or human rights are identified".

<https://www.legalfutures.co.uk/latest-news/ai-users-in-justice-system-should-be-under-duty-to-act-responsibly>

## Implementation and Use

### Internet Articles

#### **Commander, Gene. AI in law firms: The AI revolution in the business of law.**

2025 Jan 21 Attorney at Work

"For law firms that embrace it, AI has strong potential to bolster smart growth business strategies that will sustain lasting professional and financial success. Here are three ways to capitalize on these new opportunities."

<https://www.attorneyatwork.com/ai-in-law-firms-the-ai-revolution-in-the-business-of-law/>

#### **Croft, Lauren. AI and intuitive automation are 'deeply interconnected'.**

2025 Jan 15 Lawyers Weekly

"For law firms implementing AI tech in their day-to-day operations, having intuitive automation in place is equally important and can drive better client outcomes."

<https://www.lawyersweekly.com.au/biglaw/41250-ai-and-intuitive-automation-are-deeply-interconnected>

#### **Croft, Lauren. 'AI is never going to replace' lawyers.**

2025 Jan 8 Lawyers Weekly

"While there are a number of key concerns and hesitations around AI, the vast majority of law firms are "diving head first" into this emerging technology."

<https://www.lawyersweekly.com.au/biglaw/41249-ai-is-never-going-to-replace-lawyers>

#### **Croft, Lauren. AI information will 'start to narrow down' in 2025.**

2025 Jan 6 Lawyers Weekly

"Although AI can still "make mistakes" and have drawbacks, it's likely to continue to massively change and impact the profession moving forward."

<https://www.lawyersweekly.com.au/sme-law/41237-ai-information-will-start-to-narrow-down-in-2025>

#### **Davidson, Shari. The growth of AI law: Exploring legal challenges in Artificial Intelligence.**

2025 Jan 28 The National Law Review

"The demand for AI law specialists is only expected to grow as AI becomes more integrated into society. Legal professionals in this field have the chance to shape how AI is developed, regulated, and used. By addressing key issues in data privacy, bias, and liability, they ensure that AI serves society responsibly. AI law represents a transformative opportunity for the legal profession. Attorneys who embrace this field can lead in creating policies and frameworks that protect human rights while enabling technological progress. The journey to commit to this developing area of legal practice requires dedication and collaboration, but a career in AI law could offer the chance to make a lasting impact on society."

<https://natlawreview.com/article/growth-ai-law-exploring-legal-challenges-artificial-intelligence>

#### **Donovan, Kandace. Responsible AI in legal practices: A guide to effective governance and implementation.**

2025 Jan Tloma Today

"AI governance provides a framework for navigating these challenges. By establishing clear guidelines and safeguards, law firms can mitigate risks, protect their reputation, and foster client trust. This article explores the importance of AI governance, its key components, and strategies for developing effective policies that balance innovation with risk management."

<https://www.tloma.com/about-tloma/tloma-today/details/tlomatoday---january-2025?expand=responsible-ai-in-legal-practices-a-guide-to-effective-governance-and-implementation---january-2025>

#### **Hilborne, Nick. "Rapid uptake" of AI by in-house lawyers to manage litigation.**

2025 Jan 16 Legal Futures

"There has been a "rapid uptake" of artificial intelligence (AI) by in-house legal teams in the past year, with four out of 10 adopting it for the first time to manage litigation, new research has found."

<https://www.legalfutures.co.uk/latest-news/rapid-uptake-of-ai-by-in-house-lawyers-to-manage-litigation>

#### **Josten, William. Pricing AI-driven legal services: Lead or follow, there is no "out of the way".**

2025 Jan 28 Thomson Reuters



"AI is quickly hitting its stride in the legal space, and 2025 will likely be a year for lawyers to define the changes they want to see or if not, those changes will be defined for them."

<https://www.thomsonreuters.com/en-us/posts/legal/pricing-ai-driven-legal-services-lead-or-follow/>

**MacDaeid, Feargus. When legal tech comes of age.**

2025 Jan 3 American Bar Association

"The article warns against prioritizing speed over expertise in legal AI adoption, emphasizing the continued importance of human judgment and critical thinking in legal work. Legal tech in 2025 will be shaped by younger lawyers' different ways of interacting with information, leading to more natural, conversational interfaces with legal documents. The future of legal AI lies in domain-specific solutions and proper integration with human expertise rather than one-size-fits-all approaches that bypass core legal skills."

[https://www.americanbar.org/groups/law\\_practice/resources/law-technology-today/2025/when-legal-tech-comes-of-age/](https://www.americanbar.org/groups/law_practice/resources/law-technology-today/2025/when-legal-tech-comes-of-age/) (Subscription needed)

**Murphy, Sarah. The AI legal leap: Why firms must adapt now or risk falling behind.**

2025 Jan 16 Legal Futures

"We researched how AI is being adopted within the legal sector, and the findings perfectly illustrate this point. For example, 96% of UK law firms now use AI in some capacity, marking a significant shift in the industry's technological landscape. In addition, 62% of firms anticipate using AI even more in the coming year. These statistics highlight the transformative power of AI in legal practices, marking a new era where technology and law increasingly intersect to drive better services and outcomes."

<https://www.legalfutures.co.uk/blog/the-ai-legal-leap-why-firms-must-adapt-now-or-risk-falling-behind>

**Schultz, Travis. Can AI really predict case outcomes?**

2025 Jan 7 Lawyers Weekly

"If historical outcomes are perhaps the best indicator of the likely success of a particular case, then why not simply use AI to quickly perform research into the success rate of that particular type of case before the allocated judge."

<https://www.lawyersweekly.com.au/sme-law/41259-can-ai-really-predict-case-outcomes>

**White, Stu. The AI revolution: Practice excellence is about to reach a new level.**

2025 Jan 13 Legal Futures

"We believe AI can remove so many barriers and time constraints that take lawyers' focus and energy away from the client, to drive practice excellence and improve client satisfaction. Ultimately, that's what this is all about. Finding ways to improve the client experience by boosting productivity and communication in other areas of a firm."

<https://www.legalfutures.co.uk/blog/the-ai-revolution-practice-excellence-is-about-to-reach-a-new-level>

**Law Firm Article**

**Moosajee, Aslam and Omar, Zameer. Navigating the complexities of AI usage by lawyers.**

2025 Jan 14 ENS

"With the rapid development and implementation of artificial intelligence (AI) tools across various sectors, the dangers of relying on AI without verifying the correctness of the AI-generated information was highlighted in the recent case of *[Mavundla v Member of the Executive Council for the Department of Co-Operative Government and Traditional Affairs: KwaZulu-Natal and Others (7940/2024P) [2025] ZAKZPHC 2 (8 January 2025)]*."

<https://www.ensafrica.com/news/detail/9579/navigating-the-complexities-of-ai-usage-by-la>

**Legal Research**

See [LEGAL RESEARCH](#)

**Product Development/Trends**

**Internet Articles**

**Lambert, Greg and Gebauer, Marlene. Patrick Ip: How Theo AI is redefining legal predictions.**

2025 Jan 13 3 Geeks and a Law Blog

"As the legal industry begins to embrace AI, Patrick shares his unique perspective on opportunities, challenges, and the ethical considerations surrounding these groundbreaking technologies."

<https://www.geeklawblog.com/2025/01/patrick-ip-how-theo-ai-is-redefining-legal-predictions.html>



**Warren, Zach. 4 AI trends in professional services to watch in 2025.**

2025 Jan 13 Thomson Reuters

<https://www.thomsonreuters.com/en-us/posts/technology/ai-trends-professional-services/>

**Podcast**

**Lambert, Greg and Gebauer, Marlene. The evolution of AI in legal tech: A conversation with ContractPodAI's Atena Reyhani.**

2025 Jan 27 3 Geeks and a Law Blog

"Atena brings her deep expertise in AI-driven product development and shares insights into the trends shaping legal technology and how ContractPodAI is at the forefront of this transformation."

<https://www.geeklawblog.com/2025/01/the-evolution-of-ai-in-legal-tech-a-conversation-with-contractpodais-atena-reyhani.html>

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## BOUTIQUE LAW FIRMS

**Internet Article**

**PracticePanther. 3 profit-driven strategies for boutique law practices.**

2025 Jan 13 American Bar Association

"Boutique law firms thrive by focusing on niche expertise, offering personalized services that generalist firms can't match. Strategic spending, targeted marketing, and leveraging technology are critical for boutique firms to grow and stay competitive. Building authority in your niche through content, networking, and industry engagement ensures long-term success for boutique practices."

[https://www.americanbar.org/groups/law\\_practice/resources/law-technology-today/2025/three-profit-driven-strategies-for-boutique-law-practices/](https://www.americanbar.org/groups/law_practice/resources/law-technology-today/2025/three-profit-driven-strategies-for-boutique-law-practices/) (Subscription needed)

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## BUSINESS DEVELOPMENT

**Internet Articles**

**Adams, Amy. Law firm growth strategy: Do these 8 things for your solo practice.**

2025 Jan 3 Attorney at Work

"A smart law firm growth strategy will help you move from survival mode to building mode."

<https://www.attorneyatwork.com/solo-law-practice-growth-strategy/>

**How much does it cost to start a law firm: A guide for new solo practitioners.**

2025 Jan 8 Attorney at Work

"In case you hadn't noticed, a lot of those new lawyers who can't find jobs are hanging out a solo shingle. Add to that those lawyers with experience who have left a firm by choice—their own or someone else's—to launch a practice. That's a lot of lawyers starting from scratch! You may be one of them (or dreaming of becoming one). So, what kind of seed money does it take to start a solo practice these days? We asked a handful of people who know the territory, and here are some of their answers about law firm startup costs."

<https://www.attorneyatwork.com/how-much-does-it-cost-to-start-a-law-firm/>

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## CANDIDATE PRACTITIONERS

**Law Firm Article**

**Nassiep, Nadia. 11 things I wish I'd known before starting my articles.**

2025 Jan 13 Fairbridges Wertheim Becker

"As I enter my second year of articles, I reflect on the journey so far and the lessons learned. The first year has been full of challenges, growth, and valuable insights that have shaped me into a more confident and capable intern. If you're about to start your articles, it may seem daunting — two years of intense learning and hard work can be overwhelming. But trust me, it's all part of the process, and every step is crucial in shaping you into a skilled attorney. Here's some advice I wish I could've given myself last year, and what I believe will help you succeed in your journey."





<https://fwblaw.co.za/11-things-i-wish-id-known-before-starting-my-articles/>

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## CLIENT RELATIONSHIPS

### Internet Articles

**Griffiths, Lindsay. The good and the ugly: Lessons in putting clients first.**

2025 Jan 17 Zen and the Art of Legal Networking

"In the grind of the day-to-day, it can sometimes be easy to forget who is at the center of everything we do – our clients. I'd like to offer you two contrasting stories that serve as a reminder of putting clients first (which I know we all strive to do!) and show how going that extra mile can really make the difference in adding value."

<https://www.zenlegalnetworking.com/2025/01/the-good-and-the-ugly-lessons-in-putting-clients-first/>

**Hilborne, Nick. More than third of clients do not instruct same firm for new work.**

2025 Jan 22 Legal Futures

"Some clients switched firms because they didn't realise their original firm could handle different legal areas, highlighting the need for better communication about services," the report said. Researchers said five key themes mentioned by consumers when changing law firm were a different legal need, convenience and location, costs and availability, specialisation and personal recommendations."

<https://www.legalfutures.co.uk/latest-news/more-than-third-of-clients-do-not-instruct-same-firm-for-new-work>

**How to get clients as a lawyer: 11 steps to success.**

2025 Jan 20 American Bar Association

"Learn how to identify your firm's ideal clients, build a professional website, and use SEO to rank higher in search results. Explore the power of digital and traditional marketing tools like email campaigns, social media platforms, and networking. Discover ways to enhance your firm's reputation and client relationships to build trust and foster long-term success."

[https://www.americanbar.org/groups/law\\_practice/resources/law-technology-today/2025/how-to-get-clients-as-a-lawyer-11-steps-to-success/](https://www.americanbar.org/groups/law_practice/resources/law-technology-today/2025/how-to-get-clients-as-a-lawyer-11-steps-to-success/) (Subscription needed)

**Stancer, Sophia. The good, the bad and the awkward: What clients say about their first impressions of law firms.**

2025 Jan 16 Today's Family Lawyer

"First impressions are critical, especially for law firms. Clients often approach with high-stakes concerns, looking for more than just expertise – they want empathy, professionalism and reassurance. The Law Firm Marketing Club's What Clients Want 2024 research posed a key question: "How did you first contact the law firm, and what was your first impression?"

<https://todaysfamilylawyer.co.uk/the-good-the-bad-and-the-awkward-what-clients-say-about-their-first-impressions-of-law-firms/>

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## CLOSURE OF PRACTICE

### Internet Article

**Reach, Catherine. Successors and trustees: Resources if you are called upon to close a practice.**

2025 Jan 28 North Carolina Bar Association

"Lawyers, especially solos, should name a successor to help if they become unavailable and someone is needed to protect client interests or wind down the practice. What should an attorney do to help a named successor exercise their duties? If you are appointed trustee or agree to be a successor, what steps should you take to fulfil your role if called upon? The following are resources to help with both endeavors."

<https://www.ncbar.org/2025/01/28/successors-and-trustees-resources-if-you-are-called-upon-to-close-a-practice/>

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## CULTURE

### Internet Article

**Dennison, Favouritism, squabbles and dog eat dog – What associates really think of the partners.**



2025 Jan 10 Roll on Friday

"If you'd like to praise or constructively criticise your firm, take the survey below."

<https://www.rollonfriday.com/news-content/favouritism-squabbles-and-dog-eat-dog-what-associates-really-think-partners>

**Sole, Matthew. How technology is reshaping legal department culture.**

2025 Jan 28 Forbes

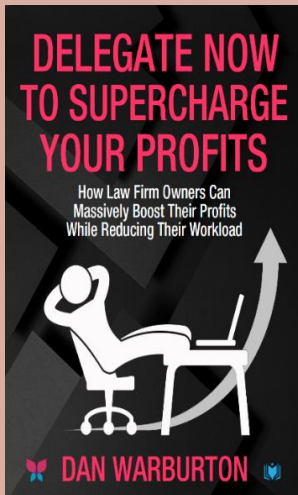
"The need to adopt new tools to face current challenges is changing the culture and perception of legal departments. This shift is further influenced by the arrival of a new generation of legal professionals with a different mindset. As a result, legal departments are evolving from a reactive stance to a proactive approach."

<https://www.forbes.com/councils/forbestechcouncil/2025/01/28/how-technology-is-reshaping-legal-department-culture/>

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## DELEGATION

New Publication



**Warburton, Dan. Delegate Now to Supercharge Your Profits. – Hawksmoor Publishing, 2025.**

ISBN 9781914066498

Publisher's summary: "In this book, you will discover: Why delegating greatly increases profits for law firm owners; How to stop being the bottleneck in your firm's profitability; How to build teams that are highly loyal to your firm's success; How to delegate work from clients you've had for years while keeping their business; How to create chains of command that give you your time back, not take it away; The art of acknowledgements so that your best team members don't want to leave your firm. Filled with real-world examples, case studies, and actionable guidance.

Any law firm owner worried that growing their firm means working even harder and longer hours needs to read this book. Don't end up like most law firm owners: burned out, never fulfilling your profit potential, and harbouring regrets as you are forced to depart a firm that you've spent years building."

Price: £29.99

Order information [here](#).

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## DISASTER RECOVERY

Internet Article

**Witkowski, Nolan. Building resilience: Disaster recovery and backup strategies for law firms.**

2025 Jan Tloma Today

"Disaster recovery is more than just a line item on your IT budget; it's a fundamental piece of any law firm's resilience strategy. In an industry where sensitive client information and time-dependent projects demand absolute reliability, preparing for disruptions can make the difference between business continuity and expensive downtime. Let's break down the essentials of disaster recovery and backup strategies for Ontario law firms."

<https://www.tloma.com/about-tloma/tloma-today/details/tlomatoday---january-2025?expand=building-resilience-disaster-recovery-and-backup-strategies-for-law-firms---january-2025>

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## FINANCIAL MANAGEMENT

Internet Articles

**Distinctive Finance. Specialised financial solutions for legal professionals.**

2025 Jan 29 Lawyers Weekly



"From chambers to partnership finance, residential or investment home loans, our tailored solutions cover all your financial requirements through your journey as a legal professional."

<https://www.lawyersweekly.com.au/biglaw/41391-specialised-financial-solutions-for-legal-professionals-2>

**Oberheiden, Dr. Nick. Private placement lawyer – The ultimate guide.**

2025 Jan 3 The National Law Review

"Raising capital is an essential step for businesses seeking growth and expansion. While traditional avenues like bank loans and venture capital exist, private placements offer a compelling alternative for companies looking to raise funds from investors without the stringent registration requirements of a public offering. Navigating the complex legal landscape of private placements requires the knowledge of an experienced attorney. In this guide, Dr. Nick Oberheiden, the founding partner of the national law firm Oberheiden P.C. and a leading private placement attorney, provides a comprehensive overview of private placement lawyers, their role, and why they are essential for a successful private offering."

<https://natlawreview.com/article/private-placement-lawyer-ultimate-guide>

**Peterson, Sarah E. Charging legal fees for nonlegal work.**

2025 Jan 9 Wisconsin Lawyer

"If a client asks a lawyer for help doing nonlegal tasks, what rate can the lawyer charge? The answer depends on whether the lawyer's professional skill and knowledge added value to the work."

<https://www.wisbar.org/NewsPublications/WisconsinLawyer/Pages/Article.aspx?Volume=98&Issue=1&ArticleID=30807>

**Set your law firm's accountant up for success.**

2025 Jan 28 American Bar Association

"Essential role of legal accountants: Accountants are vital in helping law firms manage finances and ensure compliance, as most lawyers lack this expertise. Legal accounting software solutions: legal-specific software addresses trust accounting, tax filing, and cash flow management, reducing errors and boosting efficiency. Integration benefits: combining legal accounting software with practice management tools enhances profitability, streamlines reporting, and ensures compliance."

[https://www.americanbar.org/groups/law\\_practice/resources/law-technology-today/2025/set-your-law-firms-accountant-up-for-success/](https://www.americanbar.org/groups/law_practice/resources/law-technology-today/2025/set-your-law-firms-accountant-up-for-success/) (Subscription needed)

**Skinner, David and Skinner, Karen. Annual legal fee increases: 5 ways to make it easier.**

2025 Jan 7 Attorney at Work

"If you're not increasing your legal fees regularly, you're taking a pay cut. Here are five essential steps to ensure your annual legal fee increases are thoughtful, fair and easy to implement."

<https://www.attorneyatwork.com/annual-legal-fee-increases-5-ways-to-make-it-easier/>

**Why the billable hour is still king in the legal world.**

2025 Jan Financial Times

<https://www.ft.com/content/7750aff2-0677-4ba9-b571-4e02cf83950d> (Subscription needed)

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## FUTURE OF LAW

### Internet Articles

**Ouis, Sarah. I've seen this tweet being shared more than cat videos with the same tired « AI replacing lawyers » nonsense.**

2025 Jan 7 LinkedIn

"AI can do 'good enough' work here, and this will drive down prices by commoditizing low-value tasks. So, what can legal service providers about it: Double down on where you deliver real value—high-risk, high-complexity matters where clients will always pay a premium for expertise. For everything else, leverage AI to create scalable, lower-cost offerings that capture price-sensitive clients without relying on your time. That way, you work less on low-paying cases & charge more for premium services."

[https://www.linkedin.com/posts/sarah-ouis-lawyeruk-ive-seen-this-tweet-being-shared-more-than-activity-7282047141122871296-X9zA?utm\\_source=share&utm\\_medium=member\\_desktop](https://www.linkedin.com/posts/sarah-ouis-lawyeruk-ive-seen-this-tweet-being-shared-more-than-activity-7282047141122871296-X9zA?utm_source=share&utm_medium=member_desktop)





**Oxley, Jane. The law firm of the future is more human.**

2025 Jan 10 American Bar Association

"The legal field is not known for its work-life balance, but that is becoming increasingly important to today's workforce. Law firms must adjust the flexibility of their work environments to maintain competitiveness. AI-powered tools also provide small firms with the same advantages available to larger firms, such as enhanced research and document review capabilities, allowing lawyers to provide better service to their clients."

[https://www.americanbar.org/groups/law\\_practice/resources/law-technology-today/2025/the-law-firm-of-the-future-is-more-human/](https://www.americanbar.org/groups/law_practice/resources/law-technology-today/2025/the-law-firm-of-the-future-is-more-human/) (Subscription needed)

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## HUMAN RESOURCES

### Recruitment

#### Internet Articles

**Hamilton, Jamie. CMS freezes recruitment as profits wobble.**

2025 Jan 17 Roll on Friday

"Millar acknowledged that a lack of new bodies meant the workload had increased for staff, thanking them for "stepping up to cover when needed" and for their "patience that we have not been able to do everything as quickly as we had wanted". The drastic measures have already paid off, he told staff. "Our efforts have worked because the costs savings made have compensated for the shortfall in revenue such that we go into the final quarter with profit above budget".

<https://www.rollonfriday.com/news-content/exclusive-cms-freezes-recruitment-profits-wobble>

**Mastrocola, Sarah. Reverse recruiting could be your next winning strategy.**

2025 Jan Legal Management

"In a tough job market, this hiring strategy can help candidates find your firm."

<https://www.alanet.org/legal-management/2025/january/departments/reverse-recruiting-could-be-your-next-winning-strategy> (Subscription needed)

**Solis, Tina B. Lawyer on the move: Practical tips for attorneys considering a lateral move.**

2025 Jan 28 The National Law Review

"In my experience, it is helpful to use a recruiter in connection with a lateral move. A recruiter can help assist you with the process, especially if this is the first time you have made a move. The recruiter also can introduce you to firms that you may not have considered and help you prepare for the interview process. A recruiter can provide you with guidance on what is happening in the marketplace and provide you with what to expect in terms of compensation and bonus. Recruiters can also answer your questions regarding current topics such as in office versus remote work and discuss with you the firm's expectations. The more information you have, the better position you will be in to determine if making a move at this point in your career is right for you."

<https://natlawreview.com/article/lawyer-move-practical-tips-attorneys-considering-lateral-move>

### Remuneration

#### Internet Articles

**Barrett, Claer et al. Bonus season shake-up: How does yours measure up?**

2025 Jan 17 Financial Times

"The FT's annual bonus survey is now live. For the fourth successive year, the Financial Times is asking readers confidentially to share their bonus round expectations; how they have noticed pay policies shifting and whether they intend to invest, save or spend any cash they are awarded."

<https://www.ft.com/content/b6a208ec-e852-40fa-9d59-2fc41395f383>

**Hamilton, Jamie. Money the reason 40% of law firm staff would jump ship.**

2025 Jan 17 Roll on Friday

"Of the 37% of respondents that said salary quibbles most made them want to leave, cost of living and rising prices were a key concern. A 2Birds partner said they were feeling the pinch due to "London house prices and VAT on school fees." A Forsters senior associate said "the idea of paying off my mortgage a lot quicker" made changing firms a temptation, while a TLT solicitor repeated: "Salary, Salary, Salary... channelling Blair in 1996".

<https://www.rollonfriday.com/news-content/exclusive-money-reason-40-law-firm-staff-would-jump-ship>



## Staff Retention

### Internet Article

**Richter, Stephanie. Investing in legal talent: How marketing can drive associate retention.**

2025 Jan 23 Strategies & Voices

"While associate retention may not be a conventional marketing function, it significantly impacts the firm's long-term success. There are a few reasons marketing departments should be invested in this issue."

<https://www.strategiesandvoices.org/Article-Details/investing-in-legal-talent-how-marketing-can-drive-associate-retention>

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## LEADERSHIP

### Internet Articles

**Hilborne, Nick. Law firm sustainability leaders "do not have knowledge they need".**

2025 Jan 24 Legal Futures

"Chris Bingham, chair of Greenarc, said: "The UK legal sector clearly recognises the impact of sustainability on both its workforce and clients. Two-thirds of our respondents indicated that a firm's sustainability credentials would be a deciding factor when choosing their next employer. Similarly, 73% of law firms recognise their sustainability efforts help engage new clients. But while the sector recognises the importance of strong sustainability credentials, when push comes to shove, other demands take precedence.""

<https://www.legalfutures.co.uk/latest-news/law-firm-sustainability-leaders-do-not-have-knowledge-they-need>

**Sergazina, Amina. The power of servant leadership in legal.**

2025 Jan Legal Management

"Being an employee-first leader can help make your law firm a destination for top talent."

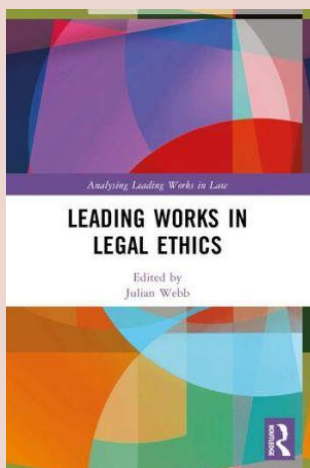
<https://www.alanet.org/legal-management/2025/january/features/the-power-of-servant-leadership-in-legal>

(Subscription needed)

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## LEGAL ETHICS

### New Publication



**Webb, Julian (ed.). Leading Works in Legal Ethics. – Routledge, 2025.**

ISBN: 9781032539553

Publisher's summary: "This volume reviews and takes stock of legal ethics, at a time when the legal profession globally is experiencing considerable change and challenges, through a re-evaluation of writings that are in some way foundational to the field. Legal ethics, understood here as the study of the ethics and professional regulation of lawyers, has emerged as a novel and important field of study over the last 50 years. It is also one that displays considerable diversity in its scholarship, with distinctive philosophical and interdisciplinary approaches emerging over the years to underpin and supplement the doctrinal 'law on lawyering'. With contributions from leading and emerging scholars from the United States, Australia, Canada, the Netherlands, New Zealand and the United Kingdom, this collection offers not just critical insights into the authors' chosen texts, but a thought-provoking commentary on the current state of legal ethics scholarship and its future directions. In addition to being an essential resource for scholars and students of legal ethics theory, it will also be of interest to academics and researchers in legal theory, the philosophy of law, and applied ethics."

Price: £39.99

Pre-order information [here](#).

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## LEGAL OPERATIONS

### Chapter in Book

#### **Khoon Lim, Siok. Legal Practices Redefined: Transforming Law Firm Operations and Management with AI.**

"From the book 'The Rise of Intelligent Machines': This study examines the integration of AI tools within the legal industry, focusing on a case study of a Norwegian law firm's adoption of generative AI. Despite AI's forecast potential to revolutionise the legal sector, the industry's adoption has been gradual. However, the release of advanced AI tools like ChatGPT has reignited interest and highlighted AI's transformative potential in legal practices. The study outlines a systematic approach to implementing AI tools, emphasising the importance of change management strategies to navigate the challenges of integrating new technologies. The methodology includes a feasibility study conducted with a leading business law firm in Oslo, involving in-depth interviews with employees and the analysis of over 60 AI legal tools to identify those with the highest potential value..."

<https://www.taylorfrancis.com/chapters/edit/10.1201/9781003469551-6/legal-practices-redefined-siok-khoon-lim>

### Internet Article

#### **McIver, Jennifer. Legal ops leaders share strategies for tackling outside counsel costs.**

2025 Jan 28 Wolters Kluwer

"In this post, I'll share some of the key takeaways from those open discussions, focusing on three critical areas: building stronger relationships with outside counsel, managing panel firms effectively, and optimizing RFP processes."

<https://www.wolterskluwer.com/en/expert-insights/legal-ops-leaders-share-strategies-for-tackling-outside-counsel-costs>

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## LEGAL PROFESSIONALS

### Cases

#### **Hutchinson Wild v Legal Practice Council and Others (956/2023) [2024] ZASCA 180 (19 December 2024)**

Review of respondent's decision to issue advisory note regarding disciplinary proceedings involving advocates – Whether decision is administrative action within meaning of Promotion of Administrative Justice Act 3 of 2000 – Legal Practice Act 28 of 2014 (LPA), s 116 – Standing of General Council of the Bar of South Africa and constituent Bars – No provision in LPA that clearly and unequivocally indicates intention to alter common-law standing of Advocates' Societies, arising from inherent jurisdiction of courts to consider striking-off applications – Long-standing recognition by courts of *locus standi* under common-law to apply for striking-off of advocates not ousted by LPA.

Judgment: <https://www.saflii.org/za/cases/ZASCA/2024/180.pdf>

Media summary: <https://www.saflii.org/za/cases/ZASCA/2024/180media.pdf>

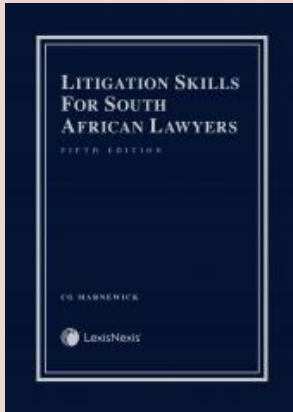
#### **Molapo v Minister of Justice and Correctional Services and Others (083780/2023) [2024] ZAGPPHC 1284 (2 December 2024)**

Admission of legal practitioners, in particular foreign advocates, to practice in South Africa – In terms of (now repealed) Admission of Advocates Act 74 of 1964, foreign practitioners from designated countries may have applied to be admitted to practice law in South Africa – Since the coming into operation of Legal Practice Act 28 of 2014 (LPA), no regulations have been promulgated for admission of legal practitioners who have not previously qualified to do so – Applicant had not been admitted as advocate prior to commencement of LPA – Applicant accordingly does not qualify to be admitted to practice law in South Africa – Applicant's contention that LPA, s 24(3) is unconstitutional rejected – Alternate relief sought to order Minister of Justice to regulate admission of foreign legal practitioners and to designate Kingdom of Lesotho as qualifying country rejected, as doing so would be crossing line separating powers of different arms of government – Application refused.

<https://www.saflii.org/za/cases/ZAGPPHC/2024/1284.pdf>



## New Publication



Marnewick, C.G. *Litigation Skills for South African Lawyers*. – 5th ed. – LexisNexis, 2024.

ISBN: 9780639017365

Contents: Interviewing clients and witnesses – Advising and counselling clients – Alternatives to litigation – Preparing to commence action – Function, form and style of pleadings – Drafting statements of claim – Drafting pleas and special pleas – Drafting replications and further pleadings – Drafting exceptions, applications to strike out and objections to a charge – Drafting applications – Preparing the case for trial: Advice on evidence – Preparing the case for trial: Assembling the evidence – Preparation for trial: Legal research – Preparation for trial: Fact analysis and strategy – The protocol and etiquette of the courtroom – Opening statement – Examination-in-chief – Cross-examination – Re-examination – Special procedures – Closing argument – Motion Court – Persuasive advocacy: Substance and style – Reviews – Appeals

Price: R1,403.00 including VAT, excluding delivery.

Order from [books@lexinfo.co.za](mailto:books@lexinfo.co.za)

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## LEGAL RESEARCH

### Internet Articles

Preller, Bertus. AI on trial: The *Mavundla* case and the curious case of phantom citations. [*Mavundla v Member of the Executive Council for the Department of Co-Operative Government and Traditional Affairs: KwaZulu-Natal and Others* (7940/2024P) [2025] ZAKZPHC 2 (8 January 2025)]

2025 Jan 9 Family Laws South Africa

“In what could be dubbed “the case of the mysteriously multiplying precedents,” the South African legal community recently witnessed a fascinating debacle that proves sometimes truth is stranger than AI-generated fiction... “The judgment serves as a sobering reminder that while AI might be clever enough to write a convincing legal fiction, it is not yet sophisticated enough to replace good old-fashioned legal research, unless it’s trained on specific data without wandering off to make new law.”

<https://familylaws.co.za/ai-legal-hallucinations-south-africa/>

Reach, Catherine. ChatGPT search has arrived for everyone.

2025 Jan 7 North Carolina Bar Association

“ChatGPT’s new search capabilities blend real-time data retrieval with conversational AI, offering a different approach to information gathering. What are some of ChatGPT’s search features and how do they differ from traditional search engines and other AI tools?”

<https://www.ncbar.org/2025/01/07/chatgpt-search-has-arrived-for-everyone/>

### Law Firm Articles

Beerman, Retha and Siddiqi, Safee-Naaz. Fictional citations, real consequences: A cautionary tale for the modern lawyer. [*Mavundla v Member of the Executive Council for the Department of Co-Operative Government and Traditional Affairs: KwaZulu-Natal and Others* (7940/2024P) [2025] ZAKZPHC 2 (8 January 2025)]

2025 Jan 17 Cliffe Dekker Hofmeyr

“Artificial intelligence (AI) is transforming almost every aspect of modern life, including legal research. Yet a recent judgment from the Pietermaritzburg High Court again showed just how perilous blind reliance on AI can be. By citing non-existent case authorities – likely generated by AI – an attorney’s firm landed in hot water, racking up costs and facing a referral to the Legal Practice Council. This episode is both a grave warning and an urgent summons for the legal profession to employ stringent safeguards against professional negligence in the age of AI.”

<https://www.cliffedekkerhofmeyr.com/en/news/publications/2025/Practice/Knowledge-Management/knowledge-management-alert-17-january-fictional-citations-real-consequences-a-cautionary-tale-for-the-modern-lawyer>

Marot, Tristan. How unverified research and AI shaped a High Court judgment. [*Mavundla v Member of the Executive Council for the Department of Co-Operative Government and Traditional Affairs: KwaZulu-Natal and Others* (7940/2024P) [2025] ZAKZPHC 2 (8 January 2025)]



2025 Jan 10 Norton Rose Fulbright: Financial Institutions Legal Snapshot

"In a January 2025 judgment the High Court offers a stark reminder of the ethical obligations that underpin legal practice when placing information before a court. What began as a routine application for leave to appeal escalated into a significant cautionary tale, culminating in a referral of the legal practitioners to the Legal Practice Council for investigation. The judgment highlights the perils of unverified research and the nuanced role of artificial intelligence in legal work."

<https://www.financialinstitutionslegalsnapshot.com/2025/01/10/how-unverified-research-and-ai-shaped-a-high-court-judgment/>

See also:

- **Broughton, Tania. Lawyers in deep trouble for using AI to draft court papers.** – 2025 Jan 8 GroundUp  
<https://groundup.org.za/article/lawyers-in-deep-trouble-for-using-ai-to-draft-court-papers/>

## Podcast

**From workflow to innovation: Bloomberg Law Answers and AI Assistant with Bobby Puglia.**

2025 Jan 20 3 Geeks and a Law Blog

"Bobby provides an insightful look into how these tools are designed to revolutionize legal research by making it faster, more intuitive, and seamlessly integrated into users' workflows. The conversation begins with a discussion about the challenges of capturing the attention of legal professionals and the strategies that can bridge the gap between innovation and adoption."

<https://www.geeklawblog.com/2025/01/from-workflow-to-innovation-bloomberg-law-answers-and-ai-assistant-with-bobby-puglia.html>

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## LEGAL SECTOR CODE

### Law Firm Article

**Laurens, Tim. From innovation to imitation: The unseen risks of the Legal Sector Code.**

2025 Jan 14 Kisch IP

"The recent gazetting of the Legal Sector Code by the Minister of Trade, Industry, and Competition marks a new phase in South Africa's Broad-Based Black Economic Empowerment (B-BBEE) framework. While the Code's stated objective is to address historical imbalances within the legal profession, its impact on specialized areas of practice—particularly patent law—has sparked concern. The technical nature of intellectual property (IP) law, combined with the economic consequences of the new requirements, suggests that the Legal Sector Code could inadvertently undermine both professional standards and the broader South African economy."

<https://www.kisch-ip.com/2025/01/from-innovation-to-imitation-the-unseen-risks-of-the-legal-sector-code/>

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## LEGAL SERVICES

### Internet Article

**Freiman, Sergei N. Creating and capturing value through service offering design: 3 quick interventions.**

2025 Jan Legal Management

"Service offering design (SOD) implies creation, revision and fine-tuning of both new and existing offerings and service lines. In this article, we'll review several straightforward ways that will enable your firm to improve its services. To ensure a proper setup, first we have to briefly address two topics: client motivations and buyer types."

<https://www.alanet.org/legal-management/2025/january/columns/creating-and-capturing-value-through-service-offering-design-3-quick-interventions>

### Journal Article

**Mashabane, Basil. The creation of the Legal Services Ombud – How to make it effective.**

2024 45(4) Obiter p980

"The office of the Legal Services Ombud is a new creation regulating the practice of law and the legal profession under the Legal Practice Act, 2014. The purpose of this note is to provide a discussion and analysis of the purpose and nature of the establishment of the Legal Services Ombud. The note delves into a comprehensive discussion of the meaning of "ombudsman" as a concept and the relationship this office has with the existing Legal Practice Council, whose main purpose is to regulate the conduct of legal practitioners, among other functions. The note seeks to draw a distinction





between the Council's role and the more comprehensive role of the Legal Services Ombud who must ensure that there is at all times fairness and justice in how legal services are provided and that regulatory bodies... comply with these principles when their members render legal services to the public. The note also discusses whether the Legal Services Ombud is empowered to make binding rulings in the same manner as the Public Protector's rulings, for instance, are seen and viewed as binding."

<https://obiter.mandela.ac.za/article/view/16798/23466>

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## LIFESTYLE CREEP

### Internet Article

**Hunter, David. Build lasting wealth: How law firm owners can combat lifestyle creep.**

2025 Jan 15 Attorney at Work

"While growing revenue and expanding client bases are celebrated milestones for small law firm owners, a common financial phenomenon can quietly undermine your long-term wealth: lifestyle creep. This gradual increase in spending that accompanies rising income presents unique challenges within the legal profession, where maintaining a certain image often feels like a professional necessity."

<https://www.attorneyatwork.com/build-lasting-wealth-how-law-firm-owners-can-avoid-lifestyle-creep/>

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## MANAGEMENT

### Change Management

#### Internet Articles

**Martin, Tom. Change management: How to finesse law firm adoption of Generative AI.**

2025 Jan 9 The National Law Review

"How can a law firm help its attorneys and staff to embrace AI while safeguarding the trust, ethical integrity, and traditional practices that lie at the heart of legal work?"

<https://natlawreview.com/article/change-management-how-finesse-law-firm-adoption-generative-ai>

**Tomorrow's legal landscape: Helping firms prepare for change.**

2025 Jan 6 Legal Futures

"By adopting a client-centric approach, fostering a restless and challenging mindset, and unifying the firm with a clear purpose, law firms can navigate the complexities of the modern legal landscape. The evolving role of legal operations, strategic investment in technology, and the importance of performance management are crucial elements that firms must embrace to drive efficiency, innovation, and client satisfaction. By planning strategically for 2030 and working backwards to identify necessary steps, firms can ensure they are well-prepared to meet future challenges and opportunities."

<https://www.legalfutures.co.uk/blog/tomorrows-legal-landscape-helping-firms-prepare-for-change>

### Exit Strategy

#### Internet Article

**Brown, Doug. Ready to build a law firm that supports your life goals?**

2025 Jan 8 LinkedIn

"Here's what you'll learn: Why every law firm owner needs an exit strategy (yes, even you!); How to make your practice more sellable and attractive to buyers; The essential systems every thriving firm must have in place."

[https://www.linkedin.com/posts/douglasbrown\\_ready-to-build-a-law-firm-that-supports-activity-7280569339274047488-sTf9?utm\\_source=share&utm\\_medium=member\\_desktop](https://www.linkedin.com/posts/douglasbrown_ready-to-build-a-law-firm-that-supports-activity-7280569339274047488-sTf9?utm_source=share&utm_medium=member_desktop)

### Planning

#### Internet Article

**Schiro Greenwald, Carol. Plan for tomorrow by reviewing yesterday.**

2025 Jan 1 American Bar Association



“Effective marketing/business development planning for 2025 rests on a thorough analysis of 2024 initiatives. The 2024 assessment should focus on three areas: goals, targets, and networking group activities. The 2025 plan builds on the best 2024 initiatives and your assessment of adaptations required by the anticipated 2025 competitive landscape.”  
[https://www.americanbar.org/groups/law\\_practice/resources/law-practice-magazine/2025/january-february-2025/plan-for-tomorrow-by-reviewing-yesterday/](https://www.americanbar.org/groups/law_practice/resources/law-practice-magazine/2025/january-february-2025/plan-for-tomorrow-by-reviewing-yesterday/) (Subscription needed)

## Strategy

### Internet Articles

**Kennel, Brian. Strategic capacity planning for aging founder-owned law firms.**

2025 Jan 9 The National Law Review

“Transition planning is crucial for law firms, especially as many equity partners and founders near retirement age. Proactive capacity planning, a key aspect of this process, ensures that the skills and billable contributions are successfully replaced. Evaluating factors such as age, experience, unique skill sets, and billable contributions establishes a strong foundation for meeting future needs.”

<https://natlawreview.com/article/strategic-capacity-planning-aging-founder-owned-law-firms>

**Suttie, Heather. Strategic growth in the legal services market — What’s next? How do we cope?**

2025 Jan Tloma Today

“This is Part One of a two-part series on Strategic Growth in the Legal Services Market and the foundation for the first half of my September 2024 keynote address at the Alberta Civil Trial Lawyers Association’s Masterclass conference in Calgary.”

<https://www.tloma.com/about-tloma/tloma-today/details/tlomatoday---january-2025?expand=strategic-growth-in-the-legal-services-market-what-s-next-how-do-we-cope---january-2025>

## Time Management

### Internet Article

**Working smarter, not harder: How TimeSolv simplifies law firm timekeeping.**

2025 Jan 24 Attorney at Work

“TimeSolv time-tracking benefits include the ability to track time on any device, manage budgets, and analyze timekeeping patterns to improve your law firm’s efficiency and profitability.”

<https://www.attorneyatwork.com/timesolv-time-tracking-benefits-simplifies-law-firm-timekeeping/>

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# MARKETING

## Branding

### Internet Article

**Kaemmerer, Carol. Branding to combat pricing pressure: Why lowering fees isn’t the answer for law firms.**

2025 Jan 2 Attorney at Work

“Law firms face increasing pressure to justify their fees as more price-sensitive clients turn to ALSPs or expand their in-house legal teams. Instead of engaging in a price war, the author of “LinkedIn for the Savvy Executive: Promote Your Brand with Authenticity, Tact, and Power,” says investing in law firm branding is a wiser strategy.”

<https://www.attorneyatwork.com/law-firm-branding-to-combat-pricing-pressure/>

## Management

### Internet Articles

**Christensen, Dave S. Marketing is a vital skill for all lawyers.**

2025 Jan 1 American Bar Association

“Developing marketing skills is important for all lawyers, regardless of their experience. Marketing skills are learnable through practice. Effective marketing changes as technology and client communication preferences evolve.”

[https://www.americanbar.org/groups/law\\_practice/resources/law-practice-magazine/2025/january-february-2025/marketing-is-a-vital-skill-for-all-lawyers/](https://www.americanbar.org/groups/law_practice/resources/law-practice-magazine/2025/january-february-2025/marketing-is-a-vital-skill-for-all-lawyers/) (Subscription needed)



### **Johnson-Parris, Afi S. Marketing with authenticity.**

2025 Jan 1 American Bar Association

"The legal profession has a complex history with marketing in the move from prohibitions on advertising to regulated advertising. Marketing can feel more authentic if you focus on presenting your best self as an option to help clients solve their legal problems. A change in perspective to focus on authenticity can help you use traditional marketing tools in a new way."

[https://www.americanbar.org/groups/law\\_practice/resources/law-practice-magazine/2025/january-february-2025/marketing-with-authenticity/](https://www.americanbar.org/groups/law_practice/resources/law-practice-magazine/2025/january-february-2025/marketing-with-authenticity/) (Subscription needed)

### **Johs, Allison C. Seven ways to improve your marketing for 2025.**

2025 Jan 1 American Bar Association

"Clarify your target audience and their challenges and tailor your marketing efforts accordingly. Develop a budget to track your marketing resources, and review analytics to see what's working. Emphasize personal relationships, both past and present, and consistent participation in the marketing activities you choose."

[https://www.americanbar.org/groups/law\\_practice/resources/law-practice-magazine/2025/january-february-2025/seven-ways-to-improve-your-marketing-for-2025/](https://www.americanbar.org/groups/law_practice/resources/law-practice-magazine/2025/january-february-2025/seven-ways-to-improve-your-marketing-for-2025/) (Subscription needed)

## **Social Media**

### **Internet Articles**

#### **Boucher Pierter, Kasey. Five ways social media can land your company in legal hot water.**

2025 Jan 6 The National Law Review

<https://natlawreview.com/article/five-ways-social-media-can-land-your-company-legal-hot-water>

#### **Cullwick, Andy. TikTok or TikNot: Is social media working for you?**

2025 Jan 8 Legal Futures

"Social media is not a silver bullet and it won't, alone, make people buy your services, but it does play an important role in raising brand awareness, building your 'tribe', and many businesses would benefit from a better understanding of the channel (no mean feat as platforms are evolving all the time). You don't have to be on every platform, but I'll be talking through the key ones and where you need to be in it to win it in future blogs, as well as sharing my top tips on better social media engagement."

<https://www.legalfutures.co.uk/blog/tiktok-or-tiknot-is-social-media-working-for-you>

#### **Johs, Allison C. Rethink your LinkedIn strategy for 2025.**

2025 Jan 1 American Bar Association

"In an increasingly AI-driven world, it's more important than ever to focus on sincere interactions with other LinkedIn users. Get clear on who your LinkedIn audience is and post relevant, quality content to respond to their needs. LinkedIn Company Pages are an underutilized LinkedIn asset that can help your marketing."

[https://www.americanbar.org/groups/law\\_practice/resources/law-practice-magazine/2025/january-february-2025/rethink-your-linkedin-strategy-for-2025/](https://www.americanbar.org/groups/law_practice/resources/law-practice-magazine/2025/january-february-2025/rethink-your-linkedin-strategy-for-2025/) (Subscription needed)

#### **Lambert, Greg. Et tu, LinkedIn?**

2025 Jan 24 3 Geeks and a Law Blog

"LinkedIn, the platform where professional networking and self-promotion collide, now finds itself in the crosshairs of a major class action lawsuit. The allegation? That LinkedIn has been secretly using Premium users' private InMail messages to feed AI training models without their knowledge or consent. For a platform that markets itself as a bastion of professional trust, this is a serious breach of both expectations and contracts."

<https://www.geeklawblog.com/2025/01/et-tu-linkedin.html>

#### **McCall, Marin. Should my law firm be on TikTok? Questions to ask before adopting any social media platform.**

2025 Jan 19 Attorney at Work

"Should my law firm be on TikTok? What is Threads? Is it too late to create a Facebook page for my law firm? Have you heard of that new platform, FriendFrame? OK, FriendFrame doesn't exist ... yet."

<https://www.attorneyatwork.com/should-my-law-firm-be-on-tiktok/>

## **Podcast**

### **LinkedIn limits: The perils of oversharing for aspiring lawyers.**

2025 Jan 7 Legal Cheek



"The Legal Cheek podcast asks how law students should be using the platform — listen now. How much should students and aspiring lawyers be sharing on LinkedIn? Is it important to build your personal brand? What is it appropriate to be posting?"

<https://www.legalcheek.com/2025/01/linkedin-limits-the-perils-of-oversharing-for-aspiring-lawyers/>

## Websites

### Internet Article

**Conroy, Karin. Law firm website design trends for 2025: Elevate your online presence.**

2025 Jan 22 Attorney at Work

"Website trends have shifted dramatically over the past year. What used to be innovative can now make your legal practice appear antiquated and outdated."

<https://www.attorneyatwork.com/law-firm-website-design-trends-for-2025-elevate-your-online-presence/>

### Podcast

**Brown, Doug. Law firm success strategies.**

2025 Jan 8 Answering Legal

"In this episode, Nancy and host Doug Brown discuss what to consider when conducting an audit of your website, if AI technology is ready to assist with content creation, how to enhance your website's client experience and much more!"

<https://www.answeringlegal.com/blog/law-firm-success-strategies-creating-a-website-that-will-attract-ideal-clients>

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## PROFESSIONAL CONDUCT/ETHICS

### Internet Article

**Robbie, Grace. Ethical dilemmas facing lawyers this year.**

2025 Jan 13 Lawyers Weekly

"As lawyers navigate an era marked by heightened social expectations and complex moral landscapes, an ethics expert delves into the pressing dilemmas practitioners must face moving forward."

<https://www.lawyersweekly.com.au/biglaw/41262-ethical-dilemmas-facing-lawyers-this-year>

### Law Firm Article

**Moosajee, Aslam and Omar, Zameer. The authority of Bar Councils to apply for striking off of advocates from the roll.**

[\[Hutchinson Wild v Legal Practice Council and Others \(956/2023\) \[2024\] ZASCA 180 \(19 December 2024\)\]](#)

2025 Jan 14 ENS

"[T]he Supreme Court of Appeal (SCA) dismissed an appeal which sought to set aside the advisory note. Additionally, the SCA provided clarity on the legal standing of a Bar Council/Advocates' Society to bring applications to strike an advocate's name from the roll."

<https://www.ensafrica.com/news/detail/9578/the-authority-of-bar-councils-to-apply-for-st>

### Podcast

**Turner, Terrell and Buchdahl, Micah U. Marketing strategies and ethics for law practices.**

2025 Jan 20 American Bar Association

"In this episode of the Law Practice Podcast, host Terrell discusses the complexities of legal marketing with ethics lawyer Micah. Micah, who specializes in marketing, advertising, and solicitation issues at the state bar level, shares his vast experience working with aggressive law firms. The conversation covers the evolution of advertising from print to digital, the impact of changing algorithms on marketing strategies, and the integration of influencers in legal marketing."

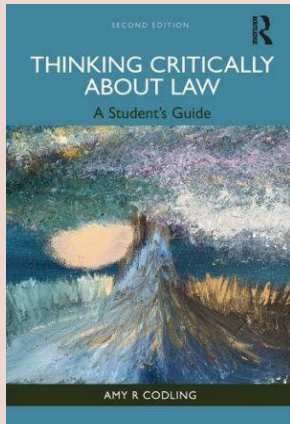
[https://www.americanbar.org/groups/law\\_practice/resources/podcast/marketing-strategies-and-ethics-for-law-practices/](https://www.americanbar.org/groups/law_practice/resources/podcast/marketing-strategies-and-ethics-for-law-practices/)

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## PROFESSIONAL DEVELOPMENT

### Forthcoming Publication



**Codling, Amy R. Thinking Critically About Law: A Student's Guide. – 2nd ed. – Routledge, 2025.**

ISBN: 9781032613888

Contents: "Introduction: Thinking critically about your happiness. Part I: Thinking critically about law in theory. Chapter 2: What is 'critical thinking'? Chapter 3: What is 'law'? Thinking critically about legal perspectives. Part II: Thinking critically about law in practice. Chapter 4: Putting critical thinking into legal practice Chapter 5: Thinking critically about discussions Chapter 6. Thinking critically about assessments Part III: Thinking critically about law in the future. Chapter 7. Thinking critically about the workplace and beyond Chapter 8. Thinking critically about your role in law and society."

Price: £39.99

Pre-order information [here](#).

### Internet Articles

**Desai, Anjali D. Strive without strife: Your guide to 2025.**

2025 Jan 17 The National Law Review

"To bolster your internal governance, consider incorporating practices at a regular cadence, such as: reflecting on your personal and professional goals; Breaking down larger objectives into manageable steps; celebrating small wins; writing down or labeling your thoughts and emotions; implementing accountability systems through reminders, progress reviews, or peer check-ins. By embracing an ESG mindset to foster positive change, attorneys can design a career path that harmonizes ambition with sustainability, ensuring growth that lasts well beyond January."

<https://natlawreview.com/article/strive-without-strife-your-guide-2025>

**Engelland, Bryce. The law firm associate gap and how to fix it.**

2025 Jan 9 Thomson Reuters

"A significant problem raised by the growth of generative AI technologies is the impact of these pending changes on the development and training of new lawyers."

<https://www.thomsonreuters.com/en-us/posts/legal/law-firm-associate-gap/>

**Hoffmann, Tea. Fear of failure dreams: Why do so many of us dream of failure?**

2025 Jan 3 Attorney at Work

"Reframing failure as your key to growth and success. Fear of failure dreams are a phenomenon that has been widely reported. These dreams may be due to anxiety or a change in sleep patterns as many adjust to working and living in today's more stressful environment."

<https://www.attorneyatwork.com/why-do-so-many-of-us-dream-of-failure/>

**Ortiz, Meyling "Mey" Ly. The power of list making.**

2025 Jan 8 Attorney at Work

"Keeping a Done-List list makes it easier to advocate for yourself – and prepare for a job search."

<https://www.attorneyatwork.com/power-of-list-making/>

**Robinson, Gray. Getting over yourself: Becoming the lawyer you want to be.**

2025 Jan 28 Attorney at Work

"'Get over yourself' isn't just a jab. It means getting out of your own way, past self-sabotage, so you can discover who you're meant to be."

<https://www.attorneyatwork.com/getting-over-yourself-becoming-the-lawyer-you-want-to-be/>

**Snyder, Theda C. January 18 is National Thesaurus Day: Top three ways to use your thesaurus.**

2025 Jan 17 Attorney at Work

"Why do we celebrate National Thesaurus Day on January 18?"

<https://www.attorneyatwork.com/january-18-is-national-thesaurus-day-top-three-ways-to-use-your-thesaurus/>





**Winmill, Jason. The corporate law department of the future: The essential skills are not what you think.**

2025 Jan 2 Thomson Reuters

"As corporate law departments adapt to a growing need for emotional intelligence and more holistic approach to managing relationships, leaders of these teams must re-examine department structure and adopt new strategies to navigate the changing business environment."

<https://www.thomsonreuters.com/en-us/posts/corporates/future-law-department-skills/>

**Podcast**

**Robertson, Alexis P. The Path & the Practice Podcast Episode 120: Akshay Verna, COO (Spotdraft).**

2025 Jan 24 The National Law Review

"This episode of The Path & The Practice features a conversation with special guest Akshay Verma. Akshay is COO at Spotdraft. In this discussion he details a path that began in New Delhi, India. He reflects on a childhood passion for sports and pop culture and details his journey, including his decision to attend UC Berkeley for undergrad, working as a paralegal in big law before attending Santa Clara University School of Law, and then beginning his career as an environmental lawyer. Akshay reflects on pivoting from legal practice to the business side of law, including the years he spent as the head of legal operations at Meta. Akshay reflects on the role of legal operations professionals and gives wonderful advice on the importance of embracing feedback."

<https://natlawreview.com/article/path-practice-podcast-episode-120-akshay-verna-coo-spotdraft-podcast>

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## RIGHT TO DISCONNECT

**Internet Article**

**Croft, Lauren. Firms should 'reconsider' priorities amid Right to Disconnect.**

2025 Jan 10 Lawyers Weekly

"Following the implementation of new Right to Disconnect laws, employers need to go "back to basics" and practise open and honest communication, according to this College of Law lecturer."

<https://www.lawyersweekly.com.au/biglaw/41247-firms-should-reconsider-priorities-amid-right-to-disconnect>

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## TECHNOLOGY

**Apps/Software**

**Internet Articles**

**Burney, Brett. Setting up an all-Mac law office.**

2025 Jan 7 Attorney at Work

"Brett Burney tells how you can set up Mac law office: hardware, software, using Microsoft and PDFs, and cloud-based services."

<https://www.attorneyatwork.com/mac-law-office-primer/>

**DavisRoe, Danielle. 25 quick tech tips to try in 2025.**

2025 Jan 2 Attorney at Work

"As you transition into the new year, resolve to make your software work for you with these 25 quick tech tips and tricks. Whether you try one or all, you're sure to find something to make working a little easier."

<https://www.attorneyatwork.com/24-quick-tech-tips-to-try-this-year/>

**Fritsch, Christina R. Top seven tips for law firm CRM success in 2025.**

2025 Jan 7 The National Law Review

"As law firms move further into the digital age, CRM (Client Relationship Management) systems have emerged as critical tools in the marketing and business development (BD) toolkit."

<https://natlawreview.com/article/top-seven-tips-law-firm-crm-success-2025>

**Working smarter, not harder: How TimeSolv simplifies law firm timekeeping.**

2025 Jan 24 Attorney at Work



"TimeSolv time-tracking benefits include the ability to track time on any device, manage budgets, and analyze timekeeping patterns to improve your law firm's efficiency and profitability."

<https://www.attorneyatwork.com/timesolv-time-tracking-benefits-simplifies-law-firm-timekeeping/>

## Cybersecurity

### Internet Articles

**DavisRoe, Danielle. 15 secure collaboration hacks every lawyer should know.**

2025 Jan 10 Attorney at Work

"Clients expect not only timely updates but also assurance that their sensitive information is handled confidentially. Secure collaboration tools can bridge the gap between efficiency and confidentiality, helping your law firm streamline interactions while safeguarding clients' trust. Below are practical tips and tricks for upgrading your communications, leveraging the technology that is likely already available in your legal tech stacks."

<https://www.attorneyatwork.com/secure-collaboration-tools-and-hacks-every-lawyer-should-know/>

**Krishna, Vamsi. Law firm cybersecurity: Whose responsibility is it?**

2025 Jan 23 Attorney at Work

"Who's responsible for law firm cybersecurity? Here's how everyone in your firm, from the top down, plays a part in keeping the firm secure, healthy and growing."

<https://www.attorneyatwork.com/who-is-responsible-for-law-firm-cybersecurity/>

**Maschke, Michael *et al.* Law firms groaning at the need to incorporate Generative AI into cybersecurity.**

2025 Jan 14 Attorney at Work

"In a never-ending game of cat and mouse, cybersecurity software and hardware companies are using AI to help combat the world's increasingly sophisticated cyberattacks. It's a modern-day version of who can one-up the other: cyberattackers or cybersecurity companies."

<https://www.attorneyatwork.com/law-firms-groaning-at-the-need-to-incorporate-generative-ai-into-cybersecurity/>

**Turner, Kristopher. Deepfakes and the legal profession.**

2025 Jan 9 Wisconsin Lawyer

"Here are tips to navigate a world where images, video, and audio can easily deceive anyone, including crime victims, witnesses, lawyers, jurors, and judges."

<https://www.wisbar.org/NewsPublications/WisconsinLawyer/Pages/Article.aspx?Volume=98&Issue=1&ArticleID=30806>

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## WELLBEING

### Internet Articles

**Pennington Shannon, Marcia. Is it the winter blues or something more?**

2025 Jan 19 Attorney at Work

"Studies find that lawyers suffer depression significantly more often than the general population—about 3.6 times more often. Depression is a serious illness that can have a tremendous impact on your professional and personal life. And unlike the winter blues, depression stays with you, no matter the temperature and amount of sunlight outside. Please look over the following signs of depression."

<https://www.attorneyatwork.com/is-it-the-winter-blues-or-something-more/>

**Robbie, Grace. How young lawyers are redefining wellbeing.**

2025 Jan 6 Lawyers Weekly

"As younger lawyers increasingly prioritise their wellbeing alongside their career ambitions, the president of the LIV Young Lawyers shares how they are reshaping the future of wellbeing within the legal profession."

<https://www.lawyersweekly.com.au/biglaw/41169-how-young-lawyers-are-redefining-wellbeing>

**Spannhake, Jamie. Can overworked lawyers ever escape the exhausted and overwhelmed cycle?**

2025 Jan 2 Attorney at Work

"In the legal industry, a crushing workload is often the norm. The transition from law school to the real-world pressures faced by new lawyers can be daunting, as the optimism of aspiring lawyers quickly meets the harsh reality of long hours



and heavy caseloads. Working long hours on multiple matters — feeling you can never catch up, much less get ahead — is “just the way it is.” But does it have to be? Is the “norm” really a normal amount of work?”

<https://www.attorneyatwork.com/overworked-lawyers-escaping-the-overworked-and-overwhelmed-cycle/>

**Spannhake, Jamie. Top wellness trends for lawyers in 2025: Achieve mental, physical and emotional health.**

2025 Jan 24 Attorney at Work

“Struggling with stress and long hours as a lawyer? Explore 2025’s top wellness trends, including VR meditation, biofeedback and ergonomic innovations, to improve your mental, physical and emotional well-being.”

<https://www.attorneyatwork.com/top-wellness-trends-for-lawyers-in-2025-achieve-mental-physical-and-emotional-health/>

**Top 10 wellness stories in 2024.**

2025 Jan 3 Lawyers Weekly

“From judges to law students, members of the legal profession have offered advice on managing their wellbeing or shared their experiences with impostor syndrome. Here, we dive into the top 10 most-read wellness stories in 2024.”

<https://www.lawyersweekly.com.au/biglaw/41232-top-10-wellness-stories-in-2024>

**Podcast**

**Addressing the well-being crisis in legal.**

2024 Dec 19 Legal Management

“It’s no secret that the legal industry is stressful, and that can often translate into burnout and other negative impacts on mental health. But why does it have to be that way? Attorney Jonathan Baum, Founder of Avenir Guild, offers his insight on how the industry can work to mitigate some of those stressors, including reassessing billable hour requirements, setting firmer boundaries and more.”

<https://www.alanet.org/publications/podcast-player/addressing-the-well-being-crisis-in-legal>

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## **WOMEN IN LAW**

**Internet Articles**

**Croft, Lauren. AI is supporting ‘a completely different way of working’ for women in law.**

2025 Jan 9 Lawyers Weekly

“The barriers to AI implementation have “come down really significantly” over the last year, with female lawyers and firm owners in particular able to be more client-focused and break through longstanding barriers.”

<https://www.lawyersweekly.com.au/biglaw/41244-ai-is-supporting-a-completely-different-way-of-working-for-women-in-law>

**Martini, Jessica. Advancing the cause of women in legal tech.**

2025 Jan 24 Legal Futures

“As the industry continues to evolve, empowering women and embracing their diverse perspectives will help drive innovation and progress in legal technology. The positive impact of women in science and technology is already well-accepted, with numerous initiatives underway to encourage women’s participation, including nurturing talent from a young age. Perhaps a similar approach is required in legal tech, alongside fostering an inclusive and supportive work environment to attract and retain this – and indeed other diverse – talent.”

<https://www.legalfutures.co.uk/blog/advancing-the-cause-of-women-in-legal-tech>

**Robbie, Grace. The successes and shortcomings of firms advancing women in law.**

2025 Jan 6 Lawyers Weekly

“Here, two partners from a BigLaw firm delve into the various contributions – both beneficial and detrimental – of law firms to promoting and supporting women within the legal profession.”

<https://www.lawyersweekly.com.au/biglaw/41187-the-successes-and-shortcomings-of-firms-advancing-women-in-law>

**Podcast**

**Conversations with trailblazers in law – Featuring Deborah Carmichael.**

2025 Jan 15 GRM Group



"In our inaugural episode, host Kayresha Naidoo sits down with Deborah Carmichael, a senior partner at the prestigious law firm ENS. Join us as Deborah shares her inspiring career journey, the pivotal choices that shaped her path, and the balance she strikes between her professional and family life. With invaluable advice for aspiring lawyers, this conversation is a must-listen for anyone looking to navigate the legal landscape with confidence and purpose. Tune in and get inspired!"

<https://globallegalmarket.substack.com/p/inspired-conversations-with-trailblazers>

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## WORK-LIFE BALANCE

### Internet Article

**Cole, Dustin. Law firm processes: Systems and procedures making your practice work well — consistently.**

2025 Jan 2 Attorney at Work

"In *'Why Lawyers Really Struggle with Work-Life Balance'*, I gave six steps to building a practice that runs smoothly and allows you to have a life. We've covered the first two steps, improving management skills and technology systems. We know that law firm management is important for building better systems and procedures. Let's go further into law firm processes."

<https://www.attorneyatwork.com/better-law-practice-systems-and-procedures/>

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## WORKING HOURS

### Internet Article

**The truth about junior lawyers' crazy hours.**

2025 Jan 15 Legal Cheek

"The Legal Cheek team discuss junior lawyers' worst working days — listen now. Junior lawyers around the country are under pressure to justify their hefty paycheques with a whole lot of hard graft. Before you embark on your career in corporate law, this is what you need to know about law firm working hours..."

<https://www.legalcheek.com/2025/01/the-truth-about-junior-lawyers-crazy-hours/>

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