



Practice Management Alert



Practice Management Alert: January 2022

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ARTIFICIAL INTELLIGENCE

Internet Articles

Bindman, Dan. Legal problem diagnosis app crowdfunds cash for expansion.

2022 Jan 28 Legal Futures

“An app for SMEs and individuals which uses artificial intelligence to help diagnose and solve legal problems has almost completed its largest investment round so far. Ambitious plans revealed by the company include new products, such as litigation funding, providing office space, and expanding beyond legal to complementary services, for example accountancy.”

<https://www.legalfutures.co.uk/latest-news/legal-problem-diagnosis-app-crowdfunds-cash-for-expansion>

Grant, Hugh. Five ways law firms can use artificial intelligence.

2022 Jan 27 TechBullion

“Artificial intelligence technology has been used by a variety of business sectors to execute arduous jobs at a faster pace, more precision, and more effectively. Law firms and the legal industry are no exception. AI has the potential to provide better services and boost the level of production.”

<https://techbullion.com/five-ways-law-firms-can-use-artificial-intelligence/>

Insurance firm develops AI app to boost clients' reserving.

2022 Jan Legal Futures

“A leading insurance law firm has mined its historic claims data to create an app that will help clients improve estimates of how much cash to set aside at an early stage in volume personal injury claims.”

<https://www.legalfutures.co.uk/latest-news/insurance-firm-develops-ai-app-to-boost-clients-reserving>

Legal AI Series [Chapter One]: The guide to AI and the legal revolution.

2022 Jan 26 JDSupra

“The past two centuries have seen some of the most dramatic technological leaps in the history of humankind. Steam engines that connect continents. Personalized vehicles. The typewriter. Metal birds that can fly.”

<https://www.jdsupra.com/legalnews/legal-ai-series-chapter-one-the-guide-2997586/>

Rhodes, Ryan. Law firms of all sizes can easily integrate AI tools into eDiscovery.

2022 Jan 13 Attorney At Work

“Artificial intelligence tools have become prevalent in legal practice, particularly in eDiscovery. That doesn't mean, however, that law firms and litigation support teams have been quick to embrace them.”

<https://www.attorneyatwork.com/how-law-firms-can-painlessly-integrate-ediscovery-and-artificial-intelligence/>

Law Firm Article

Global business leaders voice major concerns over the use of Artificial Intelligence.

2022 Jan 28 Dentons

“Global business leaders harbor major concerns over the decisions and omissions made by Artificial Intelligence (AI) systems - despite the fact that 60% of companies now use them.”

<https://www.dentons.com/en/about-dentons/news-events-and-awards/news/2022/january/global-business-leaders-voice-major-concerns-over-the-use-of-artificial-intelligence>

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BUSINESS DEVELOPMENT

Internet Articles

Fretzin, Steve. Are you a hunter or a farmer? Building your law practice can happen either way.

2022 Jan 6 The Impact lawyers

“When I was coming up the ranks as a sales professional in my 20's and 30's, there were two factions that you fell into. One was as a hunter, hard charging after new business day after day. The other was as a farmer, who took care of the hunter's new client after the sale was made.”

<https://theimpactlawyers.com/news/are-you-a-hunter-or-a-farmer-building-your-law-practice-can-happen-either-way>

Griffiths, Lindsay. Resolve to throw out your business development plan today.

2022 Jan 25 ZEN and the Art of Legal Networking



“Some years, I have some, other years I don’t, but they’re generally things I’d like to add more of to my life (like the year I decided I would try to learn how to knit – I’ve been crocheting since I was about five – yes, these are two different things).”

<https://www.zenlegalnetworking.com/2022/01/resolve-to-throw-our-your-business-development-plan-today/>

How to start an effective law firm business.

2022 Jan 20 Legal Business World

“Starting a law firm can be an extremely profitable business venture, but it’s not without its challenges. There are a few key things you need to do in order to get your legal firm off the ground and running effectively.”

<https://www.legalbusinessworld.com/post/how-to-start-an-effective-law-firm-business>

The next big thing – developing a competency-based business development curriculum.

2022 Jan 14 JDSupra

“Shortly after Weber joined her law firm, a partner asked her to explain to associates that writing a client alert did not count as business development. Weber both disagreed and agreed, explaining that alerts are a part of business development, but associates need to realize that business development encompasses many more tools and techniques.”

<https://www.jdsupra.com/legalnews/the-next-big-thing-developing-a-9338403/>

Savarino, Julie. Two easy ways to make business and client development a habit this year.

2022 Jan 10 Attorney At Work

<https://www.attorneyatwork.com/two-easy-ways-to-make-business-and-client-development-a-habit/>

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CLIENT RELATIONSHIPS

Internet Articles

Can client development skills help law firms also retain their legal talent?

2022 Jan 7 Thomson Reuters

“The skills that a lawyer uses to build a personal connection with a client are largely the same skills that are needed to build one-on-one personal connections with the other lawyers and staff members with whom the lawyer works”

<https://www.thomsonreuters.com/en-us/posts/legal/retaining-legal-talent-skills/>

Harrington, Jay. Redefining what it means to be ‘responsive’ to clients.

2022 Jan 12 Attorney At Work

“Early in my legal career, I assumed that “being responsive” meant that I needed to respond immediately to emails from clients and colleagues. As a result, I spent a significant amount of my normal working hours in my inbox playing digital ping pong.”

<https://www.attorneyatwork.com/redefining-what-it-means-to-be-responsive-to-clients-email-overload/>

New Publication



Cuzzone, Beth Marie and Zwetchkenbaum, Jill. The law firm client service interview playbook. – American Bar Association, [2022?]

“The Law Firm Client Service Interview Playbook is a step-by-step guide to incorporating client service interviews into your firm’s client relationship management strategy. There is an unspoken understanding that when a client retains counsel, the attorney will be competent and will meet the client’s needs. But in today’s day and age, competence and deliverables by themselves are not enough to make a firm stand out in the marketplace. So how do you differentiate yourself from the competition? Simple: You do everything you can to make sure that your client has a positive experience working with you.

A client service interview is a particularly effective way to gain insight into how effectively your firm is creating a positive client experience and learn what your firm could do to make clients’ experience even better. Speaking directly with the source can open up a world of possibility and help a law firm stand out from the rest. This step-by-step guide gives you all the tools you’ll need to



incorporate client service interviews into your firm's client relationship management strategy."
Order information available [here](#).

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CLIMATE CHANGE

Internet Article

Climate change: big firms' actions and policies.

2022 Jan 12 The Impact lawyers

"Climate change matters. Law firms have demonstrated their ability to keep up with the times, both technologically and organisationally, with the challenges brought about by the pandemic. Caring for the environment is a duty we have to acquire as citizens of the planet, and law firms support this global objective."

<https://theimpactlawyers.com/news/climate-change-big-firms-actions-and-policies>

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CULTURE

Internet Article

Call for culture shift as one in six young barristers want to quit.

2022 Jan 27 Legal Futures

"Research argued that culture shifts were needed to make the Bar a better place for young lawyers, including fairer work allocation and more manageable workloads."

<https://www.legalfutures.co.uk/latest-news/call-for-culture-shift-as-one-in-six-young-barristers-want-to-quit>

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DIVERSITY

Internet Articles

Gago, Gema. How diversity, equity, and inclusion promote business innovation.

2022 Jan 21 The Impact lawyers

"Innovation in business is powered by unique perspectives and new ideas. At the forefront of innovation is diversity, equity, and inclusion. Having diverse perspectives from teammates who come from different backgrounds ensures that your team approaches a problem from multiple angles and this can lead to faster resolutions."

<https://theimpactlawyers.com/news/how-diversity-equity-and-inclusion-promote-business-innovation>

Race disparity remains as first SQE results are unveiled.

2022 Jan 24 Legal Futures

"Some 53% of the 1,073 candidates who took the two parts of the SQE1 passed, compared to 58% for the LPC historically. They sat it across more than 100 test centres in 26 countries."

<https://www.legalfutures.co.uk/latest-news/race-disparity-remains-as-first-sqe-results-are-unveiled>

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FINANCIAL MANAGEMENT

Payment Plans

Internet Article

Get paid quicker with payment plans at your law firm.

2022 Jan 11 Law Technology Today

"Clients care about affordability, and lawyer payment plans prioritize just that. In the 2021 Legal Trends Report, consumers ranked affordability factors—including payment plans—as the most important determinant (aside from positive reviews) for lawyer hireability."

<https://www.lawtechnologytoday.org/2022/01/get-paid-quicker-with-payment-plans-at-your-law-firm/>



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FUTURE OF LAW

On-Demand Webinar and Handouts

Managing Partner Forum with Uri Gutfreund and John Remsen. The impact of Covid on the legal profession: how smart law firm leaders are responding. Originally broadcast on January 12, 2022.

The following issues were discussed:

- Mitigating the Psychological Impacts of COVID at Your Law Firm
- Law Firm Culture in a Post-Pandemic World
- Trends in Law Firm Compensation Systems
- The Law Firm of the Future: The Managing Partner's Perspective
- Point/CounterPoint: Should We Bring Everybody Back to the Office or Rethink Our Workplace Model?

The results of audience polls during the program are summarized here below:

- Forty percent (40%) of firm leaders reported that their firm's financial performance was "excellent" in 2021. Forty-five percent (45%) said it was "very good."
- Associate Retention is the number #1 priority facing midsize law firms in 2022. It replaces Marketing/Business Development, which has held the top spot for many years.
- Seventy-five percent (75%) of law firm leaders report that Firm Culture is a "high priority" this year.
- Seventy-seven percent (77%) of firm leaders say their firms are moving toward a more "hybrid, flexible workplace model."

[Click here for On-Demand Webinar.](#)

[Click here for Handout Materials.](#)

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HUMAN RESOURCES

Internet Articles

Bernhardt, Madeleine and Hartmann, Sebastian. Your future workforce won't fit into your firm!

2022 Jan 19 Legal Business World

"That's why more and more firms are beginning to leverage a mix of employees and contingent workers to meet their clients' needs, deliver competitive services and solutions and transform themselves."

<https://www.legalbusinessworld.com/post/your-future-workforce-won-t-fit-into-your-firm>

How can your law firm look out for its employees?

2022 Jan 20 Legal Business World

"Employees need to feel that they have the support of their employer in any business. A lack of support could result in a lack of motivation, poor productivity, a high employee turnover and potentially a bad reputation.

Just how can you look out for employees in a law firm? The following post explains a few tips on how to support your employees."

<https://www.legalbusinessworld.com/post/how-can-your-law-firm-look-out-for-its-employees>

Promotions

Internet Article

Fitzgarrald, Jonathan. Marketing Partner Forum: How law firms can advance their junior partners.

2022 Jan 31 Thomson Reuters

"Expansion is key to the continued financial success in the legal profession, and savvy law firms are always hungry for more matters, more clients, and more talent to service them"

<https://www.thomsonreuters.com/en-us/posts/legal/marketing-partner-forum-advancing-junior-partners/>

Talent War

Internet Article

Sloan, Karen. To stem lawyer attrition, law firms must look beyond cash – report.



2022 Jan 11 Reuters

“Law firms can’t win the talent war with money alone.

They must find other ways alongside competitive pay to make lawyers feel invested in their firms so they stay put, according to the [latest annual legal market report from the Thomson Reuters Institute and Georgetown Law’s Center on Ethics and the Legal Profession.](#)”

<https://www.reuters.com/legal/legalindustry/stem-lawyer-attrition-law-firms-must-look-beyond-cash-report-2022-01-11/>

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HYBRID LAW FIRMS

Internet Article

Newton, Matt. Helping lawyers to work from home, not live at work.

2022 Jan 31 LegalFutures

“A cloud-based solution not only makes it easier for people to work from anywhere in the first place, it also offers valuable and easy-to-act-on analytics. The cloud-based Microsoft Office 365 stack, for instance, allows firms to track employee activity, productivity and collaboration, and quickly flag any issues and explore opportunities... In theory, nobody should be clocking up hours at the weekend or 12 hours per day, so if they are, it needs to be addressed. Excessive workloads could be the culprit, as could over- or under-utilisation of resources across the firm, or poor engagement leading to low productivity.

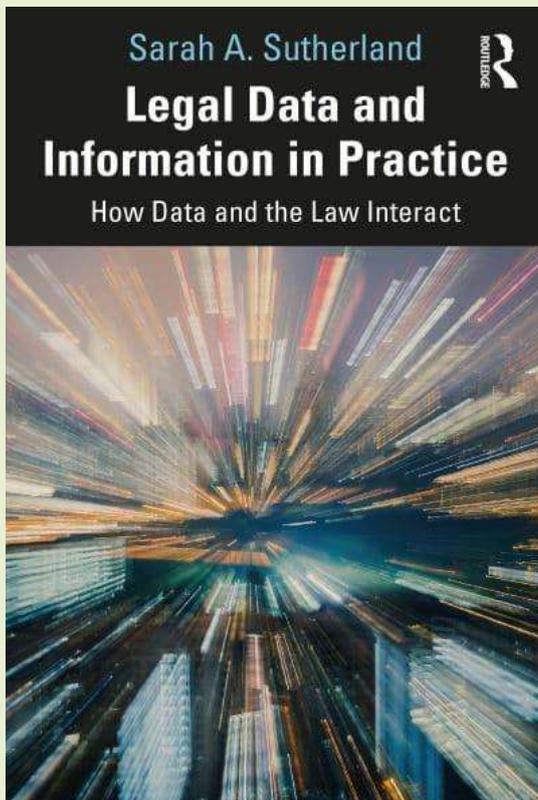
To be clear, this is not about snooping on employees (after all, many lawyers are high achievers and their own worst enemy when it comes to taking a break). Instead, it’s a way to make sure everyone’s workload is balanced, so they can perform well without putting in extra hours or suffering burnout in the process.”

<https://www.legalfutures.co.uk/blog/helping-lawyers-to-work-from-home-not-live-at-work>

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LEGAL DATA

New Publication



Sutherland, Sarah A. Legal data and information in practice: how data and the law interact. – Routledge, 2022.

ISBN: 9780367649883

Publisher’s information: “*Legal Data and Information in Practice* provides readers with an understanding of how to facilitate the acquisition, management, and use of legal data in organizations such as libraries, courts, governments, universities, and start-ups. Presenting a synthesis of information about legal data that will furnish readers with a thorough understanding of the topic, the book also explains why it is becoming crucial that data analysis be integrated into decision-making in the legal space. Legal organizations are looking at how to develop data-driven insights for a variety of purposes and it is, as Sutherland shows, vital that they have the necessary skills to facilitate this work. This book will assist in this endeavour by providing an international perspective on the issues affecting access to legal data and clearly describing methods of obtaining and evaluating it. Sutherland also incorporates advice about how to critically approach data analysis. *Legal Data and Information in Practice* will be essential reading for those in the law library community who are based in English-speaking countries with a common law tradition. The book will also be useful to those with a general interest in legal data, including students, academics engaged in the study of information science and law.”

More information [here](#).



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LEGAL DESIGN

Internet Article

Visconti, Luca. What is legal design: only UX or also UI?

2022 Jan 20 The Impact lawyers

“The question we are asking ourselves and to which we will try to give an answer is simple: what is legal design? At first glance it may seem simple to give an answer but, if we analyze the question in depth, we'll discover that the answer is not so easy.”

<https://theimpactlawyers.com/news/what-is-legal-design-only-ux-or-also-ui>

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LEGAL OPERATIONS

Internet Article

O'Donnell, Eric. 'Legal Ops is developing into a separate career path altogether' - Interview with Eric O'Donnell, Head of Legal Operations, TotalEnergies.

2022 Jan 19 Lexology

“Like many legal operations professionals, I have a legal background: I qualified as a solicitor in Ireland but quickly moved in-house as I wanted to be close to where the decisions are made. Or rather, I wanted to know why they were made because I thought that I could give better advice if I knew what they were trying to do. Call it legal design before its time, but it worked.”

<https://www.lexology.com/library/detail.aspx?g=5f226c90-48aa-49a7-a238-d83922db1f47>

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LEGAL PROFESSIONALS

Admission of Foreigners

Case – Law Reports

Rafoneke v Minister of Justice and Correctional Services and Others and Related Matter (Free State Association of Advocates as *Amicus Curiae*) [2022] 1 All SA 243 (FB)

Constitutionality of Legal Practice Act 28 of 2014, s 24(2)(b) read with s 115 – Admission of foreigners into legal profession – Discrimination in s 24(2)(b) unfair – s 24(2) inconsistent with Constitution and invalid to extent that it does not allow non-citizens to be admitted and authorised to be enrolled as non-practising legal practitioners – Declaration of invalidity suspended for 24 months to allow parliament to rectify defects.

Judgment: <http://www.saflii.org/za/cases/ZAFSHC/2021/229.pdf>. All South African Law Reports available from [LexisNexis](#).

Legal Practice Act

Government Gazette

Legal Practice Act 28 of 2014 and Rule 16 (9)

Provincial Council Elections: Call for Nominations.

GenN761 GG 45770 p3 17Jan2022

<https://www.gov.za/documents/legal-practice-act-provincial-council-elections-nominations-invited-17-jan-2022-0000>

Harassment, Bullying and Misconduct

Media Comment

Bid to improve consistency of sanctions for sexual and racial misconduct.

2022 Jan 26 Legal Futures



“The Legal Services Board (LSB) is aiming to reduce inconsistencies in the sanctions imposed across the legal profession in cases such as sexual misconduct, racial harassment and bullying.”

<https://www.legalfutures.co.uk/latest-news/bid-to-improve-consistency-of-sanctions-for-sexual-and-racial-misconduct>

Privilege

Media Comment

Lawyers hits back at attacks by international bodies on privilege.

2022 Jan 20 Legal Futures

“Multiple international bodies are seeking to undermine both legal professional privilege (LPP) and the independent regulation of the profession, a global lawyers group has warned.”

<https://www.legalfutures.co.uk/latest-news/lawyers-hits-back-at-attacks-by-international-bodies-on-privilege>

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LEGAL SERVICES

Internet Articles

Booth, Eva. Ten pricing tips to improve your business acumen.

“Why Pricing? First, it is the final step in the sales process. Second, for all the hard work Business Development professionals invest in the sales funnel, no engagement letter is signed without an agreement on the price. Third, Pricing has been a hot topic, but the focus has been on determining price tags (i.e., Finance Dept.) rather than on winning the price (i.e., Business Development).”

<https://www.legalsales.org/News/12237702/>

Coulter, Silvia L. The realities of law firm sales and business development—case study #1.

2022 Jan 4 LSSO

<https://www.legalsales.org/News/12237761>

Do you have all the services that your legal business needs?

2022 Jan 5 Legal Business World

“As a legal business, it’s extremely important that you have all of the services that you need to allow you to operate correctly and efficiently. Without them, you could be facing problems in your business that you just don’t need.”

<https://www.legalbusinessworld.com/post/do-you-have-all-the-services-that-your-legal-business-needs>

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MANAGEMENT

Business Process

Internet Article

Da Rocha, Barbara Gondim. Leverage business process management in the delivery of legal services.

2022 Jan 31 The Impact lawyers

“Despite being common sense that the adoption of remote work at scale has made the role of technology become even more apparent, implementing tools without first understanding its implications and evaluating if they are a good fit to your firm’s needs is a risky move and can create a lot more problems than benefits.”

<https://theimpactlawyers.com/news/leverage-business-process-management-in-the-delivery-of-legal-services>

General

Internet Article

Pines, Eric. The differences between being a law firm CEO and a lawyer.

2022 Jan 4 Attorney At Law

‘Just as entrepreneurship is the new American dream, owning your own law firm is the new ambition of many of today’s up-and-coming lawyers. I’ve seen many young lawyers become disillusioned with the stifling and outdated corporate model of the traditional law firm.’

<https://attorneyatlawmagazine.com/differences-between-being-a-law-firm-ceo-and-a-lawyer>



Legal Projects

Internet Article

Fonseca, Eliana. The project of firms implementing Legal Project Management.

2022 Jan 24 Legal Business World

“Legal Project Management (LPM) is in vogue nowadays. However, the interpretation of what LPM is varies. While there is general agreement that LPM uses project management principles in a legal context, its scope and implementation mechanisms can differ based on factors such as the underlined project management methodology, the type of project to handle, the size of the organization, and even the mindset of the LPM implementers.”

<https://www.legalbusinessworld.com/post/the-project-of-implementing-legal-project-management>

Strategy

Internet Article

Wenzler, Hariolf. Back to business as usual? Why law firm strategy needs an update, post Covid.

2022 Jan 6 Legal Business World

“In March 2020, law firms and especially their managing partners had every reason to be sceptic about their businesses’ economic outlook. With a pandemic ahead and virtually no experience on how to handle it, the risks of an economic downturn with melting demand for and rates of legal advice was at least an option firms started to prepare for.”

<https://www.legalbusinessworld.com/post/back-to-business-as-usual-why-law-firm-strategy-needs-an-update-post-covid>

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MARKETING

Internet Articles

Brown, William. Survival guide for marketing managers, applicable to legal marketing (1).

2022 Jan 10 The Impact lawyers

“From this guide, we would like to highlight the first chapter of this guide, which talks about the resilience of the marketing manager. Particularly in times when companies are cutting their costs to carry out marketing campaigns, the marketing manager has to show his or her effectiveness and know-how to provide services in the most innovative way.”

<https://theimpactlawyers.com/news/survival-guide-for-marketing-managers-applicable-to-legal-marketing-1>

These are the crucial marketing elements for any law firm.

2022 Jan 7 Legal Business World

“If you are setting up your law firm, then there are numerous elements that you need to get right. This includes marketing and promotion. Without the right level of marketing, your law firm will be dead in the water. You can’t assume that clients are going to walk through the doors of your offices.”

<https://www.legalbusinessworld.com/post/these-are-the-crucial-marketing-elements-for-any-law-firm>

Content Marketing

Internet Article

Myrland, Nancy. Lawyers, Is this what is holding you back from creating and posting content? You’re not alone.

2022 Jan 25 JDSupra

“One of the strongest ways to stand out from the competition is to establish yourself as a thought leader in your practice area by creating content that speaks to the issues and challenges your clients are facing.”

<https://www.jdsupra.com/legalnews/lawyers-is-this-what-is-holding-you-7963425/>

Online Marketing

New Publication



LEGAL MARKETING
STRAIGHT TALK
— PRESENTS —
SOLVING THE PUZZLE

Online Marketing for Attorneys



STEVEN LONG
WITH JESSICA AINSWORTH

Long, Steven and Ainsworth, Jessica. **Legal marketing straight talk presents solving the puzzle: online marketing for attorneys.** – Precision Legal Marketing, 2022.

ISBN: 978-1736752524

Publisher's summary: "In a world full of opportunity – and competition – how will your law firm stand out from the crowd? ...With over a decade of experience in providing legal marketing, Steven Long partners with bestselling author Jessica Ainsworth to dispute several myths head on and to provide a blueprint of sorts for approaching legal marketing. Whether you use this book as a DIY starter tool or to filter out unscrupulous marketing agencies looking to prey upon you, there is something here for every attorney or legal marketer.

Here's what you can expect to learn in Legal Marketing Straight Talk Presents Solving the Puzzle:

Online Marketing for Attorneys:

- What is a solid blueprint for your law firm marketing
- How to define your target audience
- Understanding law firm websites
- SEO basics with DIY examples
- How to create effective content
- Social media do's and don'ts for lawyers
- The in's and out's of advertising

More information available [here](#).

Storytelling

Internet Article

Furiga, Paul. Your firm has a story that your clients don't know – and they should.

2022 Jan 31 Lawyer Monthly

"There may be a practitioner somewhere who entered law to accumulate case citations and professional certifications. But most lawyers I have worked with over three decades view their career as an opportunity to make a difference for clients."

<https://www.lawyer-monthly.com/2022/01/your-firm-has-a-story-that-your-clients-dont-know/>

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NEGLIGENCE

Internet Article

Written advice could have avoided negligence claim, courts tells firm.

2022 Jan 31 Legal Futures

"A law firm might have avoided a professional negligence case if its senior partner had provided more advice in writing rather than orally, the High Court has said."

<https://www.legalfutures.co.uk/latest-news/written-advice-could-have-avoided-negligence-claim-courts-tells-firm>

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NON-DISCLOSURE AGREEMENTS

Law Firm Article

Adams, Nathan-Ross. oneNDA: 3 reasons that the world can't yet adopt one NDA.

2022 Jan 26 Michalsons

"By now, I'm sure you've heard of oneNDA. It's an attempt by lawyers to create the world's first standard NDA—a single contract that everyone would use to protect confidentiality at the beginning of commercial transactions. The aim is to eliminate the need for multiple NDAs and the time that goes into drafting and negotiating them... This post is for



you if you're wondering whether to adopt oneNDA in its current state. In brief, I give you three reasons why you shouldn't."

<https://www.michalsons.com/blog/onenda-3-reasons-that-the-world-cant-yet-adopt-one-nda/54775>

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PETS

Internet Article

Braff, Danielle. Some lawyers are reluctant to return to the office and leave their pets.

2022 Feb 1 ABAJournal

"Turns out, a lot of these pet parents enjoyed spending time at home with their furry friends—some so much so that they refused to be separated from their best buddies. In fact, 75% of U.S.-based remote workers surveyed in July by Digital.com, a site that helps small business owners make buying choices, said they wanted to stay remote so they could take care of their pets." "You don't have to be self-employed if you're an attorney attached at the hip to your dog. Some law offices are even starting to accept animals in the office. In 2019, according to the Society of Human Resource Management, 11% of employers allow pets to come to the office. There isn't a specific study of how many law firms are allowing pets into the office, but anecdotal evidence shows they, too, are becoming more welcoming to furry friends."

<https://www.abajournal.com/magazine/article/some-lawyers-are-reluctant-to-return-to-the-office-and-leave-their-pets>

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PROFESSIONAL DEVELOPMENT

Internet Articles

3 small changes you can make to improve your workday.

2022 Jan 22 The Impact lawyers

"Take a minute to list out three things you are grateful for—that could be as simple as a great night's sleep or the latte you had. You can do this while you drink said latte or when you first get to your desk"

<https://theimpactlawyers.com/news/3-small-changes-you-can-make-to-improve-your-workday>

Callanan-Thorsby, Fiona. Three ways that teaching yoga has helped me become a better lawyer.

2022 Jan The Impact lawyers

"So I'm sure you can imagine my disappointment when my teacher said the real test wasn't whether I got 15 out of the 15 questions right, but that what mattered the most was whether we use this training to continue to learn and grow as students and teachers of yoga, to build on our skills to self-regulate, and to see ourselves and others with more clarity, empathy, and compassion."

<https://theimpactlawyers.com/news/three-ways-that-teaching-yoga-has-helped-me-become-a-better-lawyer>

Schmidt, Sally J. Your professional attitude may need an adjustment.

2022 Jan 26 Attorney At Work

"A professional attitude is about more than hitting the expected marks — it's about how what you project makes your client feel."

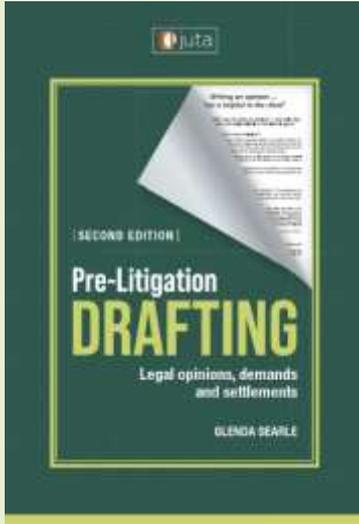
<https://www.attorneyatwork.com/your-professional-attitude-may-need-an-adjustment/>

Monograph on Questioning Witnesses

De Wit, Verlaine. A systematic approach to questioning witnesses in South African civil trials: the importance of credibility, reliability and probability. January 2022.

https://www.linkedin.com/posts/louispodbielski_systematic-approach-to-questioning-witnesses-ugcPost-6884738006213767168-JKvM

New Publication



Searle, Glenda. Pre-litigation drafting: legal opinions, demands and settlements. – 2nd ed. – Juta, 2021.

Contents: Planning: the key to effective writing – Addressing the needs of the target audience – Punctuation with a purpose – Analysis of legislative provisions: insightful legal reading is a prerequisite for effective legal writing – Writing an opinion ... that is helpful to the client – Introduction to settlement agreements – Advice on quantum: 'arriving at an award which accord(s) with previous awards in broadly similar cases'.

Price: R375.00 including VAT, excluding delivery.

Order from books@lexinfo.co.za.

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PROFESSIONAL PRIVILEGE

Internet Article

Lawyers hits back at attacks by international bodies on privilege.

2022 Jan 20 Legal Futures

"Multiple international bodies are seeking to undermine both legal professional privilege (LPP) and the independent regulation of the profession, a global lawyers group has warned."

<https://www.legalfutures.co.uk/latest-news/lawyers-hits-back-at-attacks-by-international-bodies-on-privilege>

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SIDE HUSTLES

Internet Article

Stell, Camille. Should lawyers consider a side hustle?

2022 Jan Attorney At Work

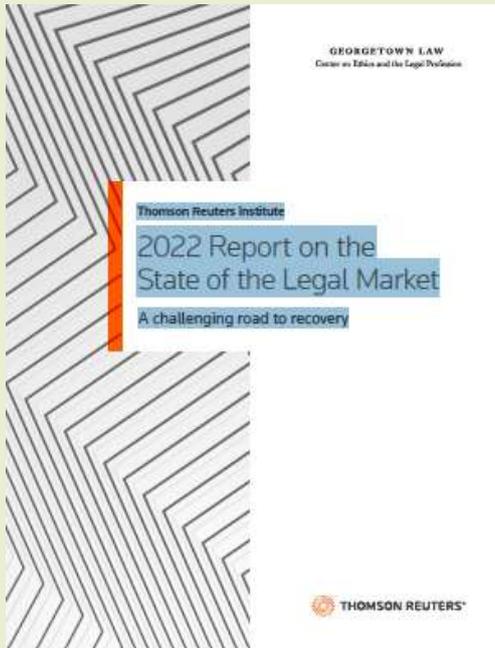
"These days, it seems everyone has a side hustle — from your next-door neighbor's tween to the associate down the hall. Pursuing personal projects or part-time work is not new for lawyers, but the pandemic has amplified the discussion."

<https://www.attorneyatwork.com/should-lawyers-consider-a-side-hustle/>

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STATE OF THE LEGAL MARKET

New Publication



Thomson Reuters Institute and Center on Ethics and the Legal Profession at Georgetown University Law Center. 2022 Report on the State of the Legal Market: A challenging road to recovery.

Download [here](#).

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SUCCESS

Internet Articles

Estrin, Chere. Amber Saunders: how to be a top lawyer in your field.

2022 Jan Attorney At Work

“Here’s how Amber Saunders sums up what she does in her field of law: “I make trust fund babies.” A personal loss inspired her to focus on estate planning, and she now represents high net-worth families and their businesses in various personal and business matters.”

<https://www.attorneyatwork.com/amber-saunders-how-to-be-a-top-lawyer-in-your-field/>

Martin, Maddy. Equipping the rural lawyer for success.

2022 Jan 18 Attorney At Work

“Compared with their counterparts in urban and suburban regions, rural attorneys often have less reliable access to critical skill sets and tools to support their practice.”

<https://www.attorneyatwork.com/equipping-the-rural-lawyer-for-success/>

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TECHNOLOGY

Cybersecurity

Internet Articles

New ransomware surge—protect your law firm now.

2022 Jan 7 Law Technology Today

“The FBI and Department of Homeland Security issued a special alert in September to warn companies to be on guard against alarming increases in ransomware. With major concerns cropping up amongst law firms big and small, Dennis and Tom talk about how these cyber-attacks work and what lawyers should do to protect themselves.”

<https://www.lawtechnologytoday.org/2022/01/new-ransomware-surge-protect-your-law-firm-now/>

Simek, John. [et.al] Cybersecurity trends: 25% of law firms have been breached.

2022 Jan Attorney At Work



“In December, Dave Ries, a frequent co-presenter with the authors, wrote an excellent summary of the cybersecurity portion of the ABA’s 2021 Legal Technology Survey Report. Perhaps the most striking statistic is that 25% of the survey’s respondents reported their law firm had been breached at some time.”

<https://www.attorneyatwork.com/25-percent-of-law-firms-breached-cybersecurity-trends/>

Document Management

Internet Articles

Re-engineering the document management system.

2022 Jan 24 Tech4Law

“As we move further into the digital age, paperless systems are becoming a more appealing way to deal with document management and storage. Instead of physical filing systems and cabinets taking up space, a document management system (DMS) enables you to store and organise your important documents in an electronic archive that only permissioned users to access and edit.”

https://www.tech4law.co.za/product-updates/productivity-software/re-engineering-the-document-management-system/?awt_a=A8_i&awt_l=GLyqW&awt_m=3aDeDBaUAFRIP_i

Future

Internet Articles

Black, Nicole. Q&A roundtable: the future of legal technology.

2022 Jan 1 American Bar Association

“The past year has been one for the record books. A few months ago, the pandemic seemingly began to recede as vaccination rates increased. Offices started to reopen, and people emerged from their homes with high hopes for a return to normal.”

https://www.americanbar.org/groups/law_practice/publications/law_practice_magazine/2022/jf22/black/

Harassment

Internet Articles

Tech-based platforms offer modern approaches to preventing & reporting harassment.

2022 Jan 24 Thomson Reuters

“Culture is the daily expression of an organization’s specific, well-known performance expectations and its implied standards of behavior, which outlines what is rewarded, what is condoned, what is intentionally ignored, and what is penalized.”

<https://www.thomsonreuters.com/en-us/posts/legal/tech-platforms-fighting-workplace-harassment/>

Internet of Behaviour

Internet Articles

Philmlee, Don. Practice Innovations: Will the Internet of Behavior change how we act and interact?

2022 Jan 18 Thomson Reuters

“In 2008, the number of objects connected to the internet exceeded the number of people on the planet — now, more than a dozen years later, there are more than 50 billion internet-connected devices.”

<https://www.thomsonreuters.com/en-us/posts/legal/practice-innovations-january-2022-internet-of-behavior/>

Legal Technology

Internet Articles

Bindman, Dan. Ex-regulator predicts big firm listing and urges fast lawtech approvals.

2022 Jan 31 Legal Futures

“He also argued for rapid regulatory authorisation for lawtech start-ups delivering legal services and that regulators should ‘get out more’ to understand the market better.”

<https://www.legalfutures.co.uk/latest-news/ex-regulator-predicts-big-firm-listing-andurges-fast-lawtech-approvals>

Cohen, Fred. Clients are spending more on legal tech: can smaller firms keep up?

2022 Jan 20 Attorney At Work



“Law firms of all sizes are feeling pressure to meet client demand for both tailored services and greater efficiencies in this rapidly changing industry. Legal teams are being pressed to control costs and better respond to changing regulatory and risk management obligations.”

<https://www.attorneyatwork.com/clients-are-spending-more-on-legal-tech-can-smaller-firms-keep-up/>

How firms are trying to adapt in the new digital environment. Discover the case of UnitedLex.

2022 Jan 28 The Impact lawyers

“The Impact Lawyers has the pleasure to publish the interview made with David Clarke, CMO and CXO at UnitedLex, about the digital tools that this firms is using currently to adapt to the new technological paradigm.”

<https://theimpactlawyers.com/news/how-firms-are-trying-to-adapt-in-the-new-digital-environment-discover-the-case-of-unitedlex>

Kennedy, Dennis and Mighell, Dennis. Innovation in Legal Ed: emerging tech focus in law schools.

2022 Jan 28 Law Technology Today

“From access to justice to efficiency in practice, tech holds endless possibilities for helping legal matters run more smoothly. With so much potential to be tapped, law schools are developing programs aimed at exploring creative ways to bring tech and law together.”

<https://www.lawtechnologytoday.org/2022/01/innovation-in-legal-ed-emerging-tech-focus-in-law-schools/>

Koch, Alicia. Trend spotting – Top 7 legal trends for 2022.

2022 Jan 25 Go Legal

“But now at the start of 2022, almost two years later, law firms have thrived. Work from home (or remote work) and hybrid models of work turned out to be better than anyone could have predicted. The increased adaptation of technology and use of data resulted in improved efficiency, accuracy and affordability, which in turn enabled a higher engagement with clients (resulting in an almost merging of businesses with their legal teams).”

<https://www.golegal.co.za/legal-tech-trends/>

O’Neill, Jeffrey. Eight legal software solutions for eight fields of law.

2022 Jan 27 Attorney At Work

<https://www.attorneyatwork.com/eight-fields-of-law-legal-software/>

Synytska, Mariia. Top 8 legal tech trends to watch in 2021/22.

2022 Jan 17 The Impact lawyers

“Technology projects innovation to all of the industries and it is hard to resist. Hard and, also, unnecessary. You will hardly find a company that didn’t benefit from engaging technology into its daily operations. In law, tech touches almost every aspect of the legal processes lawyers undertake day after day.”

<https://theimpactlawyers.com/news/top-8-legal-tech-trends-to-watch-in-202122>

Microsoft Office

Internet Article

Baker, Sam and Averde, David. Computer says no! Showgirl, mankind, whitewash and blacklist are just some of the words that don't make it past Microsoft Word's new woke filter (but don't worry, you can turn it off).

2022 Jan 13 Daily Mail

“Microsoft has rolled out a new 'inclusiveness' spellchecker for the latest version of Office 365 which highlights text and offers politically correct alternatives to phrases it perceives to be 'problematic'.”

<https://www.dailymail.co.uk/news/article-10398999/Blacklist-postman-mankind-just-words-wont-fly-Microsofts-woke-filter.html>

Training

Internet Article

Jacoby, Conrad J. Practice Innovations: Four ways to attract lawyers to technology training.

2022 Jan 26 Thomson Reuters

“For years, law firms and in-house law departments have invested in technology to increase efficiency and profits. The actual attorney use of these tools, however, often lags their availability, and many lawyers never use more than the most basic functions of time entry, document management, and other more customized tools that the firm provides to them.”

<https://www.thomsonreuters.com/en-us/posts/legal/practice-innovations-january-2022-lawyers-technology-training/>

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TRANSLATIONS

Internet Article

Roberts, Benjamin. Machine vs. human translation: when to use which for legal translation.

2022 Jan 31 Attorney At Work

“Professional human translators have always been the go-to way of translating documents for legal proceedings. They have the linguistic expertise, a better understanding of cultural context and the ability to make judgment calls on what and how to translate.”

<https://www.attorneyatwork.com/machine-translation-vs-human-translation-when-to-use-which-for-legal-translation/>

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WELLBEING

Internet Articles

Davis, Paula. How law firms are leveraging leadership to build positive cultures and address burnout.

2022 Jan 19 Forbes

“Burnout and culture are two topics that dominated the workplace conversation in 2021, and the legal profession was no exception. A profession that isn’t known for making swift change found itself navigating unprecedented challenges while also experiencing tremendous growth, leading to an uptick in stress and burnout.”

<https://www.forbes.com/sites/pauladavis/2022/01/19/how-law-firms-are-leveraging-leadership-to-build-positive-cultures--address-burnout/?sh=6a074d3221d8>

Employee well-being has become about reshaping the employee experience as an important lever in improving productivity and end-user customer outcomes.

2022 Jan 19 Law.com

<https://www.law.com/legalnewswire/news.php?id=2974638>

Junior lawyer burnout: M&A boom accelerates exit from elite firms.

2022 Jan 2 Financial Times

<https://www.ft.com/content/f4006248-eb05-49d2-a938-d70118c4ce1b> (Subscription Required)

McCrary, Dustin S. What I wish I had known before becoming a lawyer.

2022 Jan 6 Harvard Business Review

“In the past few years, we’ve learned how common burnout is. In this article, the author opens up about their experience of prioritizing their job as a lawyer over their own mental health, and shares some strategies young lawyers or new grads can use to avoid falling into this trap.”

<https://hbr.org/2022/01/what-i-wish-i-had-known-before-becoming-a-lawyer>

Moran, Lyle. Can lawyers who are natural pessimists learn to channel optimism? Speaker at well-being conference says it’s time to try.

2022 Jan 20 ABA Journal

“When handling legal matters, lawyers often have to envision the worst possible outcomes for their clients and work to protect against them.”

<https://www.abajournal.com/news/article/lawyers-should-aim-to-develop-greater-optimism-conference-keynote-speaker-says>

Newton, Matt. Helping lawyers to work from home, not live at work.

2022 Jan 31 LegalFutures

“A cloud-based solution not only makes it easier for people to work from anywhere in the first place, it also offers valuable and easy-to-act-on analytics. The cloud-based Microsoft Office 365 stack, for instance, allows firms to track employee activity, productivity and collaboration, and quickly flag any issues and explore opportunities... In theory, nobody should be clocking up hours at the weekend or 12 hours per day, so if they are, it needs to be addressed. Excessive workloads could be the culprit, as could over- or under-utilisation of resources across the firm, or poor engagement leading to low productivity.

To be clear, this is not about snooping on employees (after all, many lawyers are high achievers and their own worst enemy when it comes to taking a break). Instead, it’s a way to make sure everyone’s workload is balanced, so they can perform well without putting in extra hours or suffering burnout in the process.”

<https://www.legalfutures.co.uk/blog/helping-lawyers-to-work-from-home-not-live-at-work>

Pamely, Helen. Combatting stress in the legal profession: adjusting to the ‘new normal’.



2022 Jan 5 Lawyer Monthly

“As we continue to grapple with the pandemic, the question of how we adapt to the ‘new normal’ in our working and professional lives is at the forefront of our concerns. As lawyers, we need to take particular note of this.”

<https://www.lawyer-monthly.com/2022/01/combating-stress-in-the-legal-profession/>

Weiss, Debra Cassens. Law firms came ‘dangerously close’ to losing almost a quarter of their associates in 2021, new report says.

2022 Jan 11 ABA Journal

“Law firms “are spending huge amounts of money and putting their profits at increasing risk” as they battle to hold on to their associates, according to a report released Tuesday.”

<https://www.abajournal.com/news/article/law-firms-came-dangerously-close-to-losing-a-quarter-of-their-associates-in-2021>

Podcast

BONUS EP 4: Mental health in the legal profession (Doron Gold - January 25, 2022).

2022 Jan 25 Lawyered.

“In this bonus episode, we’re having a timely and candid conversation about mental health in the legal profession, featuring psychotherapist, clinician and former lawyer, Doron Gold. This discussion features a thoughtful look at the spectrum of mental health issues with practical solutions as well.”

<http://lawyeredpodcast.com/mentalhealth>

Report



World Business Council for Sustainable Development. Healthy people, healthy business: embedding a culture of employee health and wellbeing. – January 2022.

Partial contents: Why employee health and wellbeing is business critical – The role of business in protecting and promoting employee health and wellbeing – Realizing a culture of health and wellbeing. Download [here](#).

YouTube

Crafty Counsel. How lawyers can better manage their mental health.

2022 Jan 25 Youtube

<https://www.youtube.com/watch?v=3IIIjACUg5A>

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