



# Law Practice Management Alert



Law Practice Management Alert: November 2023

## Contents

ADMISSIONS / READMISSIONS .....	2	Change .....	18
ALTERNATIVE LEGAL SERVICE PROVIDERS .....	3	Control .....	18
ARTIFICIAL INTELLIGENCE .....	3	Daily Decision-Making .....	18
Benefits and Disadvantages (Risks).....	3	Relationships .....	18
ChatGPT Prompts .....	5	Risks .....	19
Developments .....	6	Time Management.....	19
Language Models .....	6	Trends.....	19
BUSINESS DEVELOPMENT .....	6	MANAGING PARTNERS .....	19
CANDIDATE LEGAL PRACTITIONERS .....	7	MARKETING .....	19
CHATGPT .....	7	Branding .....	19
CLIENT RELATIONSHIPS.....	7	Content Marketing .....	20
COMMERCIAL AWARENESS.....	8	Credibility .....	20
COMMUNITY / PRO BONO SERVICES .....	9	Growth Mindset .....	20
COMPETITIVE ADVANTAGE.....	9	Image.....	20
COMPETITIVE INTELLIGENCE .....	9	Social Media .....	21
CULTURE .....	10	Storytelling .....	21
DIVERSITY / EQUITY / INCLUSIVITY .....	10	Strategies.....	21
ESG .....	11	MASTER'S OFFICE.....	21
FIDELITY FUND.....	11	MENTORSHIP .....	22
FINANCIAL MANAGEMENT.....	12	OFFICE DESIGN .....	22
FUTURE OF LAW / LEGAL PROFESSION .....	12	OPERATIONS MANAGEMENT.....	22
HUMAN RESOURCES .....	13	PEOPLE AWARENESS.....	22
Appraisals .....	13	PROFESSIONAL CONDUCT / ETHICS.....	23
Generation Z.....	13	ROAD ACCIDENT FUND .....	25
Hiring.....	13	SKILLS / COMPETENCIES .....	25
Redundancy.....	13	SOCIAL MOBILITY .....	26
Remuneration .....	14	SPECIALITIES AND NICHES.....	26
Salaries .....	14	SUCCESSION PLANNING .....	26
Trust and Support .....	14	TECHNOLOGY .....	27
Workplace Affairs.....	14	Analytics .....	27
IN-HOUSE LAWYERS .....	14	Chatbots .....	27
JUDICIARY .....	15	Cybersecurity / Data Protection.....	27
LEADERSHIP.....	16	Digitalization .....	27
LEGAL DESIGN .....	17	Metaverse .....	28
MANAGEMENT.....	18	Platform Fatigue .....	28



Terminology .....	28	WORKING PARENTS .....	32
TRENDS FOR 2024 .....	29	WORK-LIFE BALANCE .....	32
TRAINING .....	29		
WELLBEING .....	30		
WOMEN IN LAW .....	31		

## Highlights

### ARTIFICIAL INTELLIGENCE

#### *New Publication*

- Saintot, Valerie. [et.al]. AI and the Legal Profession – Globe Law and Business, 2023. More information [here](#).

### INHOUSE LAWYERS

#### *New Publication*

- Fenton, Ciarán. The modern in-house lawyer: optimising relationships for growth and success in an ESG Environment – Globe Law and Business, 2023. More information [here](#).

### LEADERSHIP

#### *Internet Articles*

- Griffiths, Lindsay. The role of technology and innovation in shaping future legal leadership. – [2023 Nov 8 JDSupra](#)
- Landry, Carla. Is charisma necessary for LPM Leaders? – [2023 Nov 28 JDSupra](#)
- Oberoy, Namit. What true thought leadership means for lawyers. – [2023 Nov 16 Legal Business World](#)

### MANAGING PARTNERS

#### *Journal Article*

- Buschor, Dario Ramon. Roles of managing partners in mid-size and large law firms – evidence from the DACH-region. – [2023 Jan 2 30\(1\) International Journal of the Legal Profession p3](#)

### MARKETING

#### *Internet Articles*

- How law firms can promote good news to bolster credibility. – [2023 Nov 8 Forbes](#)
- Nixon, Tom. Is your content skimmable or skippable? – [2023 Nov 17 JDSupra](#)

### SKILLS/COMPETENCIES

#### *Internet Articles*

- How to make communication more efficient in your workplace. – [2023 Nov 1 Legal Business World](#)
- Kimmel, Jeffrey M. Why taking business classes can help you be a better attorney. – [2023 Nov 22 Legal Business World](#)
- Wilk, Jaburg and Bookspan, Neal. Find comfort in discomfort. – [2023 Nov 21 JDSupra](#)

### TECHNOLOGY: Digitalization

#### *Journal Article*

- Kronblad, Charlotta; Pregmark, Johanna E. and Berggren, Rita. Difficulties to digitalize: ambidexterity challenges in law firms. – [2023 33\(2\) Journal of Service Theory and Practice](#)

## ADMISSIONS / READMISSIONS

### *Journal Articles*

#### **Ndlovu, John. Requirements for readmission as a legal practitioner.**

2023 Nov De Rebus p7

“A person who has previously been removed from or struck off the roll of legal practitioners on the grounds that he or she was not a fit and proper person to continue practicing may apply to the High Court to be reinstated. The person who applies for readmission must, apart from satisfying all the other requirements set out in the Legal Practice Act 28 of 2014, demonstrate and convince the court that they are a fit and proper person to be readmitted and enrolled as a legal practitioner. This article will focus mainly on the requirement of being a fit and proper person.”

<https://www.derebus.org.za/requirements-for-readmission-as-a-legal-practitioner/>



### **Newaj, Kamalesh. Limitations on the rights of migrant workers: Is a compliant and consistent approach being followed?**

2023 (27) Law, Democracy and Development p304

“South Africa has immigration laws in place that afford substantial rights to certain categories of migrants. Furthermore, as a member of the UN and International Labour Organisation (ILO), South Africa has certain international law obligations. Against this backdrop, this article engages with the recent Constitutional Court decision of *Rafoneke v Minister of Justice and Correctional Services* where temporary residents were denied the right to be admitted to practise and be authorised to be enrolled as legal practitioners. The article seeks to establish whether this decision, which has been viewed as disappointing, complies with international law and upholds the legal principles endorsed in preceding cases.”

*Media Comment*

### **Evans, Jenni. Paul Ngobeni withdraws application to be admitted to the bar.**

2023 Nov 24 News24

“Former Public Protector Busisiwe Mkhwebane's advisor, Paul Ngobeni, withdrew an application to be admitted to the bar in the Western Cape High Court...”

<https://www.news24.com/news24/southafrica/news/paul-ngobeni-withdraws-application-to-be-admitted-to-the-bar-20231124> (Subscription needed)  
[Back to Contents](#)

## **ALTERNATIVE LEGAL SERVICE PROVIDERS**

*Internet Article*

### **What role do ALSPs play in transforming legal delivery?**

2023 Nov The Enterprise World

“A paradigm shift is underway that is redefining the way legal services are delivered. The legal profession, once characterized by traditional law firms, is now witnessing a dynamic transformation brought about by the emergence of Alternative Legal Service Providers (ALSPs). ALSPs have become a focal point of discussion among legal professionals, corporate entities, and business-minded individuals, offering a diverse range of legal solutions that complement traditional practices.”

<https://theenterpriseworld.com/role-of-alternative-legal-service-providers/>

*LinkedIn Article*

### **LawFlex. Changing legal landscape: ALSPs and the future of work.**

2023 Nov 9 LinkedIn

“The legal industry, like many others, is undergoing a significant transformation in response to technological advancements and changing client expectations. Alternative Legal Service Providers (ALSPs) have emerged as a disruptive force, reshaping the traditional legal landscape. A recent article in Lawyers Weekly explores the growing influence of ALSPs and their potential impact on the future of legal work. In this blog post, we will delve into the key insights from the article and discuss the role ALSPs are poised to play in reshaping the legal profession and the broader world of work.”

[https://www.linkedin.com/pulse/changing-legal-landscape-alsps-future-work-lawflex-aau1c/?trk=public\\_post\\_main-feed-card\\_feed-article-content](https://www.linkedin.com/pulse/changing-legal-landscape-alsps-future-work-lawflex-aau1c/?trk=public_post_main-feed-card_feed-article-content)  
[Back to Contents](#)

## **ARTIFICIAL INTELLIGENCE**

### **Benefits and Disadvantages (Risks)**

*Internet Articles*

### **Croft, Lauren. AI can help legal departments with ‘digital transformation’.**

2023 Nov 7 Lawyers Weekly

“The first stage of the journey that legal teams should embark on is immediately implementing a secure ChatGPT solution for their lawyers plus up to one hour’s training. The solution must be based in Australia, secure and accessible through platforms used by the legal team, such as Teams or Slack. This will give their lawyers a safe, firsthand experience to experiment and determine what AI technology can do and what it can’t do. They will also get the benefit of genuine and immediate help with basic tasks!”



<https://www.lawyersweekly.com.au/corporate-counsel/38443-ai-can-help-legal-departments-with-digital-transformation>

**Duncan, Rhys. SRA warns of AI risks – but also recognises benefits.**

2023 Nov 22 Legal Cheek

“A new report by the Solicitors Regulation Authority (SRA) has highlighted the benefits, and risks, of artificial intelligence (AI) in the legal world.”

<https://www.legalcheek.com/2023/11/sra-warns-of-ai-risks-but-also-recognises-benefits/>

**Efficiency unleashed: Transforming legal bill review with AI.**

2023 Nov 17 Wolters Kluwer

“When companies begin using an AI-powered invoice review solution, there is a virtually immediate uptick in cost control as the AI begins scrutinizing every invoice and ensuring that all adjustments are taken. After introducing BillAnalyzer, most legal departments see an average savings of up to 10%. This is impressive, but the longer-term benefits are even more striking. For example, the average increase in billing guideline compliance for BillAnalyzer clients is up to 20%.”

<https://www.wolterskluwer.com/en/expert-insights/efficiency-unleashed-transforming-legal-bill-review-with-ai>

**Gupta, Jitendra. Three ways to test your AI’s effectiveness.**

2023 Nov 13 Wolters Kluwer

“Gamify adoption - Run AI behind the scenes - Use process mining software.”

<https://www.wolterskluwer.com/en/expert-insights/three-ways-to-test-your-ais-effectiveness>

**Hilborne, Nick. Generative AI could make contract negotiation “worse”.**

2023 Nov 20 Legal Futures

“Mr Hamilton, chief executive of the London law firm, described GPT-4 as “amazing”, but making contract templates “short, clear, reasonable, and relevant” remained “the closest we have to a silver bullet” in contracting. “AI might help you do this, but it still requires human judgement calls and the very human ability to navigate corporate decision-making – it’s always about relationships.”

<https://www.legalfutures.co.uk/latest-news/generative-ai-could-make-contract-negotiation-worse>

**McDonnell, Laura Clayton. Beyond productivity: The AI outlook for tax, legal and risk professionals.**

2023 Nov 22 Forbes

“The topic has taken on particular urgency as it’s quickly become clear that some of the most viable use cases for this powerful technology are things we do every day, like research, auditing, and contract review and drafting. For all of the attention GenAI has received in this space, though, few commentators have really captured the full potential of the technology to help knowledge workers up their games.”

<https://www.forbes.com/sites/lauraclaytonmcdonnell/2023/11/22/beyond-productivity-the-ai-outlook-for-tax-legal-and-risk-professionals/?sh=407003c57369>

**Musgrave, Emma. Bridging gaps between lawyers and AI.**

2023 Nov 16 Lawyers Weekly

“While readily implemented in the majority of legal practices, there are still myriad challenges associated with artificial intelligence (AI) impacting lawyers getting the best use out of it.”

<https://www.lawyersweekly.com.au/biglaw/38506-bridging-gaps-between-lawyers-and-ai>

**Power, Jack. The AI shake-up of the legal profession: ‘Do you want a computer to defend you?’**

2023 Nov 4 The Irish Times

“The new technology would be a ‘huge’ help in cutting down on admin work, says one industry member.”

<https://www.irishtimes.com/crime-law/2023/11/04/the-ai-shake-up-of-the-legal-profession-do-you-want-a-computer-to-defend-you/>

**Rose, Neil. AI helps lawyers complete work quicker, study finds.**

2023 Nov 13 Legal Futures

“They randomly assigned 60 law students to complete four separate legal tasks each – drafting a complaint, a contract, a section of an employee handbook and a client memo – either with or without the assistance of GPT-4, after receiving training on how to use it. They then blind-graded the results and tracked how long the students took on each task. “We found that access to GPT-4 slightly and inconsistently improved the quality of participants’ legal analysis but induced large and consistent increases in speed [of between 12% and 32%, depending on the task].”

<https://www.legalfutures.co.uk/latest-news/ai-helps-lawyers-complete-work-quicker-study-finds>

**Rose, Neil. From costs to validating advice – litigators see role for AI.**

2023 Nov 3 Legal Futures



“Paul Worth, outgoing global co-head of litigation at Eversheds Sutherland, said he could see litigators using data first to improve costs budgeting and prediction – “Show me the last 50 cases we did that were very similar to this” – secondly to produce more meaningful insights for marketing purposes, and thirdly to validate advice to clients.”  
<https://www.legalfutures.co.uk/latest-news/from-costs-to-validating-advice-litigators-see-role-for-ai>

### **Rubel, Gina F. Implications of Generative AI in the legal industry and the EU AI Act.**

2023 Nov 20 Legal Business World

“A measured assessment is crucial. Attorneys should not reject a tool out of hand if it can improve their productivity. Nor should they compromise their ethics because they are caught up in the hype. “People can sometimes overlook important values in their race to get ahead,” Kerecsen said, “such as security, privacy, and basic human rights. Today, we’re seeing a sort of ‘digital gold rush’ that raises a lot of legal and ethical questions. As legal professionals, we have an important role in ensuring that these human values and rights are not forgotten amid rapid technological advances.””

<https://www.legalbusinessworld.com/post/implications-of-generative-ai-in-the-legal-industry-and-the-eu-ai-act>

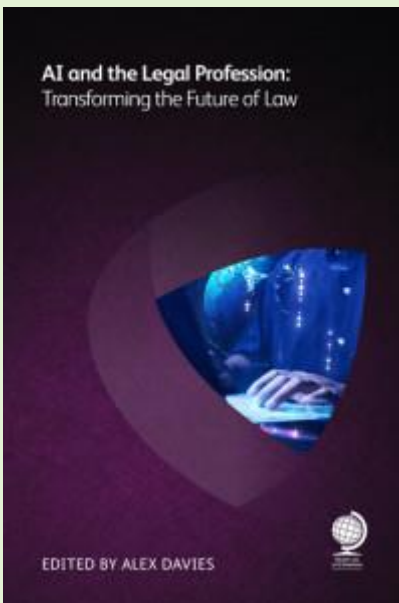
### **The power and potential of Generative AI.**

2023 Nov 16 Wolters Kluwer

“Today’s GAI technology can be put to use on both the practice and business sides of law. The speakers agreed that legal operations professionals should expect to see GAI used to save time, create efficiencies, and simplify administrative work. Like the AI applications that came before, it can remove some of the less interesting aspects of legal ops work, allowing people to focus on the more creative aspects of their jobs.”

<https://www.wolterskluwer.com/en/expert-insights/the-power-and-potential-of-generative-ai>

#### *New Publication*



### **Saintot, Valerie. [et.al]. AI and the Legal Profession – Globe Law and Business, 2023.**

ISBN: 9781787429918

Publisher’s description: “AI and the Legal Profession: Transforming the Future of Law explores the profound impact of artificial intelligence (AI) on the legal industry and the transformative possibilities it offers. As AI technologies advance at an unprecedented pace, the book delves into how they are reshaping the practice of law, challenging traditional models, and unlocking new opportunities for legal professionals. It explores how AI is revolutionising legal decision-making and examines the ethical considerations and challenges surrounding the use of AI, such as biases in algorithms, privacy concerns, and the evolving role of human lawyers in an AI-driven world. It explores how the use of generative AI will augment, enhance - and maybe even replace - the human in legal research and process, highlighting the efficiencies gained and the potential for enhanced accuracy and speed. The authors also take a deep-dive into the ethics of legal AI and how the profession stands to benefit - and change - from such a monumental shift. Furthermore, the book looks ahead, envisioning the future possibilities of AI in law. It delves into emerging technologies like natural language processing and blockchain, and how they can further transform legal practice, client interactions, and access to justice.

Written by leading experts at the intersection of AI and law, this book serves as a comprehensive guide for legal professionals, technologists, and policymakers, and equips readers with the knowledge and insights needed to navigate the rapidly evolving landscape, embrace AI's potential, and harness its power to shape the future of law.

Price: £149.00 excluding delivery.

More information [here](#).

#### **ChatGPT Prompts**

*Internet Article*

**Cook, Jodie. 7 ChatGPT prompts to apply the 48 Laws of Power to your business.**





2023 Nov 8 Forbes

“The 48 Laws of Power, by Robert Greene, is essentially a manual on power dynamics. The 48 laws can be split into 7 key themes, each with application to business strategy and success. Select the prompt for whichever theme relates to your specific business goals right now and copy, paste and edit the square brackets in ChatGPT.”

<https://www.forbes.com/sites/jodiecook/2023/11/08/7-chatgpt-prompts-to-apply-the-48-laws-of-power-to-your-business/?sh=769f61f66f84>

## Developments

### *Internet Articles*

#### **Hilborne, Nick. Law firm AI project could provide lawyers with file summaries.**

2023 Nov 2 Legal Futures

“Noah Milton, newly appointed AI project director at Fletchers, said the firm was currently testing whether one-paragraph case summaries could be generated by analysing a limited number of case documents. The challenge was to create a summary that was “truly insightful” and could help lawyers build cases.”

<https://www.legalfutures.co.uk/latest-news/law-firm-ai-project-could-provide-lawyers-with-file-summaries>

#### **O’Grady, Jean. Pre/Dicta adds 3 new motion outcome predictions and “Doppelganger” AI capability.**

2023 Nov 14 Dewey B Strategic

<https://www.deweybstrategic.com/2023/11/pre-dicta-adds-3-new-motion-outcome-predictions-and-doppelganger-ai-capability.html>

#### **O’Grady, Jean. Thomson Reuters launches Generative AI-Powered solutions for research and workflow – Previews Generative AI strategy.**

2023 Nov 15 Dewey B Strategic

“Thomson Reuters is redefining the way legal work is done by delivering a generative AI-based toolkit to enable attorneys to quickly gather deeper insights and deliver a better work product. AI-Assisted Research on Westlaw Precision and CoCounsel Core provide the most comprehensive set of generative AI skills that attorneys can use across their research and workflow,” said David Wong, chief product officer.”

<https://www.deweybstrategic.com/2023/11/thomson-reuters-launches-generative-ai-powered-solutions-for-research-and-workflow-previews-generative-ai-strategy.html>

#### **Rozen, Miriam. Six champions of generative AI innovation.**

2023 Nov 8 Financial Times

“When RSGI researchers looked at the work being done, the six individuals below stood out for their role in helping in-house legal teams adopt the new technology, and better support their companies’ strategic goals. Their achievements are laying the foundations for the use of generative AI in reshaping the legal industry.”

<https://www.ft.com/content/0138bbd5-4266-48a2-a81f-c04549fa4f00>

## Language Models

### *Internet Article*

#### **Santhebennur, Malavika. Don’t write off AI and language models, says tech expert.**

2023 Nov 21 Lawyers Weekly

“Automate anything that’s repetitive or requires you to synthesise a longer document and explain it in simple terms.” What cannot be automated, however, is where innovative lawyers use specialised industry knowledge to change how they practise law. “There are currently no tools available that can conduct analysis and apply reasoning. This is where lawyers can harness their legal skills,” Ms McClay concluded.”

<https://www.lawyersweekly.com.au/biglaw/38524-don-t-write-off-ai-and-language-models-says-tech-expert>

[Back to Contents](#)

## **BUSINESS DEVELOPMENT**

### *Internet Articles*

#### **Croft, Lauren. Letting go of control as a business owner.**

2023 Nov 2 Lawyers Weekly

“While wearing all the hats is a given for a lawyer just starting their own firm, this founder emphasised the importance of being able to slowly give up control in order to grow and scale.”

<https://www.lawyersweekly.com.au/sme-law/38418-letting-go-of-control-as-a-business-owner>

#### **Duffy, Elizabeth. Legal success metrics: The legal department as protector of the business.**



2023 Nov 15 Thomson Reuters

“For the legal team, being a protector of the business means taking a proactive approach to risk by preventing legal issues from negatively affecting the business before they happen. This is an especially large and complex task at multinational corporations, of course, but one that is of singular importance. Of the four priorities described by most GCs, our research shows that protecting the business is the priority of most concern to boards of directors and shareholders.”

<https://www.thomsonreuters.com/en-us/posts/legal/legal-success-metrics-protecting-business/>

**Fretzin, Steve. Are you a hunter or a farmer? Grow your law practice into which is best for you.**

2023 Nov 6 Legal Business World

“In the past, sales professionals were often classified as either hunters, actively pursuing new business, or farmers, focused on nurturing and retaining existing clients. While these traditional roles still hold value, today's legal landscape calls for a redefined paradigm to help attorneys effectively grow their law practices. By combining both hunter and farmer activities, lawyers can ensure a thriving practice. Let's explore these approaches and select strategies for a successful year ahead.”

<https://www.legalbusinessworld.com/post/are-you-a-hunter-or-a-farmer-grow-your-law-practice-into-which-is-best-for-you>

*Podcast*

**Aqckert, David. Market Leaders Podcast Episode 86: “Exploring Business Development Synergies Across Industries” with Diane Paoletta.**

2023 Nov 15 JDSupra

“In this episode of the Market Leaders Podcast, David Ackert welcomes special guest Diane Paoletta, Director of Marketing at Phillips Nizer. Diane has had a dynamic career, spearheading marketing and business development efforts at multiple professional services firms – from accounting to consulting to legal.”

<https://www.jdsupra.com/legalnews/market-leaders-podcast-episode-86-expl-55672/>

[Back to Contents](#)

## CANDIDATE LEGAL PRACTITIONERS

*Journal Article*

**Sibiya, Nokwazi; Ndlovu, Velly and Stander, Marius W. Transition experiences of candidate attorneys in South African law firms.**

2023 33 (2) Journal of Psychology in Africa p189

“This study explored the school-to-work transition experiences of new candidate attorneys within South African law firms. The participants included a purposive voluntary sample of 13 candidate attorneys (female = 76.9%, black = 69.2%, mean age = 24.7 years). They completed semi-structured in-depth interviews on the barriers and facilitators of their transition experiences in the working world as new employees leaving university. Thematic analysis of the data identified the following school-to-work transition barriers: (i) adapting to the world of work; (ii) misaligned, high and unrealistic expectations; (iii) organisational culture; and (iv) candidate attorneys' experience. The candidate attorneys identified (v) positive organisational socialisation, and (vi) coping strategies as school-to-work facilitators. The findings indicate a need for work induction support programmes and workplace culture changes to mitigate the barriers candidate attorneys experience when entering the world of work.”

Purchase options: <https://doi.org/10.1080/14330237.2023.2190226>

[Back to Contents](#)

## CHATGPT

See [ARTIFICIAL INTELLIGENCE](#)

[Back to Contents](#)

## CLIENT RELATIONSHIPS

*Internet Articles*

**Allen, Gary. Automation is crucial to improving the client lifecycle.**

2023 Nov Legal Management



“Though a plug-and-play fully automated lifecycle remains a dream, integrating technology we already have can work wonders. Here’s a glimpse into automation opportunities at each client lifecycle stage.”

<https://www.alanet.org/legal-management/2023/november-december/columns/automation-is-crucial-to-improving-the-client-lifecycle>

**Miller, Maggie. Protecting and growing revenue streams: Client retention takes vision and execution.**

2023 Nov Legal Management

“Competition in the legal market is cutthroat, and today clients have more information at their fingertips than ever before — meaning they can easily find a reason (or no reason) to go elsewhere. Securing revenue by retaining clients has become one of the most important tasks in any firm. Which clients should you focus on?”

<https://alanet.org/legal-management/2023/november-december/departments/protecting-and-growing-revenue-streams-client-retention-takes-vision-and-execution>

**Rose, Neil. Solicitor’s poor client care “did not undermine conviction”.**

2023 Nov 20 Legal Futures

“A solicitor’s client care “deficiencies” did not undermine the safety of his client’s conviction, which saw him jailed for 18 years, the Court of Appeal has held. Counsel’s failure to obtain the client’s written endorsement of his decision not to give evidence did not prove that it did not happen, Lady Justice Macur also said. In December 2018 at Birmingham Crown Court, Rashad Mahmood and his co-accused were convicted of conspiracy to fraudulently evade the prohibition on the importation of a controlled drug (diamorphine). Each was sentenced to 18 years imprisonment.”

<https://www.legalfutures.co.uk/latest-news/solicitors-poor-client-care-did-not-undermine-conviction>

**Rynowecer, Michael B. 7 Client facts that may surprise you — and how to leverage them to deliver superior client service.**

2023 Nov 2 Strategies & Voices

<https://strategiesandvoices.org/Article-Details/7-client-facts-that-may-surprise-you-and-how-to-leverage-them-to-deliver-superior-client-service>

**Scott, John C. Improve client experience and retention with nonfinancial metrics.**

2023 Nov Legal Management

“Even though keeping clients happy might seem more like an art than a science, it’s possible to put systems in place to track — and improve — these metrics. Here’s how we do it: Outline the milestones that will occur over the lifecycle of the matter - Set processes to ensure milestones occur - Collect information - Make course corrections as necessary.”

<https://www.alanet.org/legal-management/2023/november-december/columns/improve-client-experience-and-retention-with-nonfinancial-metrics>

**Streu, Lisa. Making Clients Feel Valued.**

2023 Dec 1 JDSupra

“The underlying skill to achieve this JW Way fundamental is empathy. Back in law school, we were taught what it took to be successful attorneys: pay great attention to detail; know the facts of the case inside and out; and absorb those facts and applicable law to develop a cogent and winning argument.”

<https://www.jdsupra.com/legalnews/making-clients-feel-valued-6728799/>

[Back to Contents](#)

## COMMERCIAL AWARENESS

### *Internet Article*

**Sharma, Divyansh. 4 commercial awareness hacks from a graduate recruitment expert.**

2023 Nov 7 Legal Cheek

<https://www.legalcheek.com/lc-careers-posts/4-commercial-awareness-hacks-from-a-graduate-recruitment-expert/>

### *Journal Article*

**McConnell, Siobhan. Commercial awareness and the law student journey into the legal profession – definitional challenges and the lived experience of the graduate interview.**

2023 30(2) International Journal of the Legal Profession 189

“Commercial awareness is a graduate employability skill that is highly valued by law firms, particularly the larger commercial law firms that dominate recruitment into the legal profession. However, it is a skill that students may struggle to understand and to demonstrate during the graduate recruitment process. This article examines the role of commercial awareness at a crucial point in the law student journey into the legal profession – the law firm graduate interview. This article presents data collected from an innovative two year mixed-methods research study involving law students at a post-92 university who were undergoing interviews with law firms. It provides insight into the “lived





experience” of the law firm interview from a student perspective by considering how and when commercial awareness is assessed and the challenges and opportunities assessment presents. This study furthers our limited understanding of how law students define commercial awareness, comparing those definitions to those employed by the legal profession and considering the disconnect between students and law firms. This article argues that, in the context of commercial awareness, there is more that law firms and law schools can do to better support law students seeking employment in the legal profession.”

Purchase options: <https://www.tandfonline.com/doi/full/10.1080/09695958.2023.2215443>

[Back to Contents](#)

## COMMUNITY / PRO BONO SERVICES

*Internet Article*

### **The imperative of minimum wages and community service in South Africa's legal profession.**

2023 Nov 7 BizCommunity

“South Africa's legal profession is at a new crossroads. The imminent amendments proposed by the Legal Practice Council are not just bureaucratic shifts but a call for a more egalitarian, just, and inclusive legal system. Central to this debate is the issue of a minimum wage for candidate legal practitioners.”

<https://www.bizcommunity.com/Article/196/546/243562.html>

*Law Firm Article*

### **Pillay, Candice and Irving, Nicola. For the public good: Legal Practice Act regulations on community and pro bono services by legal practitioners.**

2023 Nov 2 Norton Rose Fulbright: Financial Institutions Legal Snapshot

“Continued enrolment as a legal practitioner in South Africa is now contingent upon the achievement of the minimum period of recurring community service hours in any given calendar year. On 11 August 2023, the Minister of Justice and Constitutional Development published amendments to the regulations made under section 94(1) of the Legal Practice Act, 2014, with the aim of broadening access to justice, and enhancing the protection afforded by section 34 of the Constitution...”

<https://www.financialinstitutionslegalsnapshot.com/2023/11/for-the-public-good-legal-practice-act-regulations-on-community-and-pro-bono-services-by-legal-practitioners/>

[Back to Contents](#)

## COMPETITIVE ADVANTAGE

*Internet Article*

### **Ari Kaplan and Jacobson, Jeff [et.al]. How litigators can leverage data to gain a competitive advantage.**

2023 Nov 8 legal Business World

“Ari Kaplan speaks with Jeff Jacobson, a litigation partner with Faegre Drinker Biddle and Reath in New York, and Nicole Clark, the Co-Founder and CEO of Trellis, a state trial court research and analytics platform, which recently introduced its Law Firm Intelligence tool to offer insights on business and competitive intelligence for law firms.”

<https://www.legalbusinessworld.com/post/how-litigators-can-leverage-data-to-gain-a-competitive-advantage>

[Back to Contents](#)

## COMPETITIVE INTELLIGENCE

*Podcast*

### **Brighoff, Ben and Lauritson, Diana. Understanding the impact of competitive intelligence.**

2023 Nov 21 Strategies & Voices

“In this episode of the Strategies LIVE! podcast, we dive into the realm of competitive intelligence (CI) and its pivotal role in shaping legal marketing strategies. Explore how CI empowers legal professionals to gain a competitive edge, refine their messaging and strategically position their services in the ever-evolving landscape of legal marketing.”

<https://strategiesandvoices.org/Article-Details/understanding-the-impact-of-competitive-intelligence>

[Back to Contents](#)



## CULTURE

### Internet Articles

#### **Coleman, Kirk. The new generation of legal leaders: Millennials make their mark on workplace culture.**

2023 Nov 14 Reuters

"In the several decades span that millennials have been members of the workforce, they have seen an unprecedented amount of change, both within and outside of the office. In 2008-9, the Great Recession, for a time, placed upon many severe career and financial limitations (and to this day, has made it all the more challenging for millennials to tackle the astronomical student debt with which they are faced)."

<https://www.reuters.com/legal/legalindustry/new-generation-legal-leaders-millennials-make-their-mark-workplace-culture-2023-11-14/>

#### **Jackson, Karen. Addressing the toxicity of workplace culture.**

2023 Nov 10 The Law Society Gazette

"Anti-Bullying Week 2023 will take place from 13-17 November, starting with Odd Socks Day on Monday. Odd Socks Day is when schools, workplaces and individuals join together to show that it is OK to be different and to stand up against bullying and discrimination. The concept that it is OK to be different is unproblematic. Standing up to bullying, while encouraged, is a different problem. Is it OK to stand up to bullying?"

<https://www.lawgazette.co.uk/wellbeing/addressing-the-toxicity-of-workplace-culture/5117858.article>

### Podcasts

#### **Knight, Charlotte. CMO Series REPRESENTS - Lynnette Espy-Williams of Cozen O'Connor on Thriving together: Cultivating allyship, safety & diversity in law firm culture.**

2023 Nov 9 JDSupra

"In the latest episode of the CMO Series REPRESENTS podcast, we delve into the critical mission of creating a safe and supportive environment for nurturing talent, a top priority for many firms. However, the task of devising effective strategies to foster a culture of allyship and empower diverse lawyers to achieve success is more challenging than it may seem."

<https://www.jdsupra.com/legalnews/cmo-series-represents-lynette-esp-wi-05438/>

#### **Reynolds, Matt. How this lawyer uses TikTok to skewer law firm culture.**

2023 Nov 15 American Bar Association

"In the past decade, influencer culture has exploded. However, content creation is not just about Gen Zers and millennials promoting new brands, hot products and lifestyle choices."

<https://www.americanbar.org/groups/journal/podcast/how-this-lawyer-uses-tiktok-to-skewer-law-firm-culture/>

[Back to Contents](#)

## DIVERSITY / EQUITY / INCLUSIVITY

### Internet Articles

#### **Bracken, Rich and Papedis, DeAnna. Remove the term "non-lawyer" in legal settings for a more inclusive legal profession.**

2023 Nov 1 JDSupra

"The term "non-lawyer" has long been used to describe individuals who are not licensed attorneys but work in a Legal Professional role. While this term may seem innocuous at first glance, it carries with it a host of negative implications that can undermine the inclusivity and collaboration necessary for a thriving legal profession. (We bet you have never heard a nurse referred to as a non-doctor, have you?)"

<https://www.jdsupra.com/legalnews/removing-the-term-non-lawyer-in-legal-2455681/>

#### **Daby, Bilkis. How do we build a diverse and inclusive legal profession more effectively?**

2023 Nov 3 Go Global

"Research continues to show that diverse companies perform better, attract and retain talent, and are more resilient. Diversity, equity, and inclusion (DEI) allow for broader viewpoints and different perspectives to be brought to the table when integrating and developing new ideas. In the legal profession, promoting diverse experiences enriches the legal discourse and creates opportunities leading to better outcomes for clients, and society at large."

<https://www.golegal.co.za/diversity-legal-profession/>

#### **Law Society publishes guidance to support disabled aspiring lawyers.**

2023 Nov 20 Legal Cheek



“The Chancery Lane guidance reminds law schools to provide reasonable adjustments for disabled students under the Equality Act. This, it says, may include providing materials in a range of formats, with particular emphasis on the value of using the web; timetabling and room provision to suit students’ requirements; and special arrangements for exams and assignments such as extra time, a scribe or specialist equipment.”

<https://www.legalcheek.com/2023/11/law-society-publishes-guidance-to-support-disabled-aspiring-lawyers/>

### **Navigating inclusivity: Insights from law firm and corporate legal experts.**

2023 Nov 17 Wolters Kluwer

“At the 2023 ELM Amplify User Conference in October, we were very fortunate to welcome two distinguished guest speakers to our session Navigating Inclusivity: Law Firm Diversity Insights: Nikki Lewis Simon, Shareholder and Chief DEI Officer at Greenberg Traurig, and Eliana Toledo, Project Manager, PMP Legal Operations, Marsh McLennan Companies. The discussion was moderated by ELM Solutions Director of Consulting, Amy Choe.”

<https://www.wolterskluwer.com/en/expert-insights/navigating-inclusivity-insights-from-law-firm-and-corporate-legal-experts>

#### *Law Firm Article*

### **Daby, Bilkis. How do we build a diverse and inclusive legal profession more effectively?**

2023 Nov 3 Go Legal

“Research continues to show that diverse companies perform better, attract and retain talent, and are more resilient. Diversity, equity, and inclusion (DEI) allow for broader viewpoints and different perspectives to be brought to the table when integrating and developing new ideas.”

<https://www.golegal.co.za/diversity-legal-profession/>

[Back to Contents](#)

## ESG

#### *Internet Articles*

### **Hilborne, Nick. Most clients do not believe law firms “genuinely committed” to ESG.**

2023 Nov 7 Legal Futures

“It described responsible business, in a law firm context, as meaning a “genuine focus on creating a sustainable positive impact for all stakeholders”, going “beyond prioritising equity partner profit and other interests”. There was “a clear difference of approach” on each side of the Atlantic, with UK leading the way in all the categories of ‘governance’ and ‘planet’, and neck and neck with US firms on ‘people’.”

<https://www.legalfutures.co.uk/latest-news/most-clients-do-not-believe-law-firms-genuinely-committed-to-esg>

### **Runyon, Natalie. ESG Case study: How law firms are helping Atlas deliver responsible business strategy.**

2023 Nov 20 Thomson Reuters

“The in-house team under Derksen’s leadership plays a major role in Atlas’ ESG strategy, supporting the company’s technical and operating leadership and executing on the company’s corporate and public obligations. The executive leadership team decides on strategic priorities and makes the commitments for individual ESG issues and for regulatory obligations, which are set by the company’s primary regulator, the International Maritime Organization, as well as the various port state authorities, international agencies, and other stakeholders with whom Atlas works.”

<https://www.thomsonreuters.com/en-us/posts/esg/esg-case-study-atlas-corp/>

### **Sharma, Divyansh. Commercial awareness: What is it and how to get it?**

2023 Nov 20 Legal Cheek

“Goodwin Procter’s Ravi Chopra talks AI, ESG and why good commercial lawyers are the ones who truly understand what drives their clients.”

<https://www.legalcheek.com/lc-careers-posts/commercial-awareness-what-is-it-and-how-to-get-it/>

[Back to Contents](#)

## FIDELITY FUND

#### *Cases – Law Reports*

### **Legal Practitioners Fidelity Fund v Marshall 2023 (5) SA 409 (SCA)**

[Juta Law Reports Advance Notification summary](#): Legal practitioner – Fidelity Fund – Entrustment – Whether including funds deposited for safekeeping – Attorneys Act 53 of 1979, s 26(a).

Judgment: <https://www.saflii.org/za/cases/ZASCA/2023/96.pdf>. South African Law Reports available from [Juta](#).



## Rabalao v Legal Practitioners Fidelity Fund and Another 2023 (5) SA 563 (GP)

[Juta Law Reports Advance Notification summary](#): Legal practitioner – Fidelity Fund – Liability – Claim against Fund for loss after theft of funds paid into advocate’s trust account to assist with transfer of property – Whether funds received in course of practice – Legal Practice Act 28 of 2014, s 34(2)(b), s 55.

Judgment: <https://www.saflii.org/za/cases/ZAGPPHC/2023/218.pdf>. South African Law Reports available from [Juta](#).

[Back to Contents](#)

## FINANCIAL MANAGEMENT

### Internet Articles

#### **Lee, Andrew. Elevate your legal practice with FP&A tools: A path to sustainable growth, financial clarity, billing excellence, and reporting continuity.**

2023 Nov Tloma Today

“Embracing FP&A tools within your law firm is not just a smart move; it’s a game-changing decision that can elevate your practice to new heights. By integrating these tools, your firm can streamline billing processes, accelerate turnarounds, enhance reporting continuity, and ensure financial clarity. This newfound efficiency ensures that your legal practice is not only financially stable but also poised for growth and success in a competitive legal marketplace in any economic landscape.”

<https://www.tloma.com/about-tloma/tloma-today/details/tlomatoday---november-2023?expand=elevate-your-legal-practice-with-fp-a-tools-a-path-to-sustainable-growth-financial-clarity-billing-excellence-and-reporting-continuity---november-2023>

#### **Legal Leaders Exchange: Procurement’s contribution to budgeting and spend control.**

2023 Nov 6 Wolters Kluwer

“The partnership between in-house and outside counsel is crucial to law department success. When communication is good, the attorneys on both sides of the relationship work well together toward common goals on their matters. However, when it comes to legal spend, their goals and motivations often are not the same.”

<https://www.wolterskluwer.com/en/expert-insights/legal-leaders-exchange-procurements-contribution-to-budgeting-and-spend-control>

#### **Millard, Iain and Nott, Chadwick. Fee-sharing law firms: making it rain.**

2023 Nov 30 Thomson Reuters Practical Law

“Fee-sharing law firms offer an interesting and potentially rewarding alternative to traditional law firms, providing more flexibility, entrepreneurship and exciting opportunities to those who embrace the forward-thinking mindset that it takes to join one. However, fee-sharing comes with certain commitments and risks.”

[https://uk.practicallaw.thomsonreuters.com/w-041-5161?transitionType=Default&contextData=\(sc.Default\)&firstPage=true](https://uk.practicallaw.thomsonreuters.com/w-041-5161?transitionType=Default&contextData=(sc.Default)&firstPage=true)

#### **Webber, Joel A. What’s NEVER discussed in coverage of law firm rate increases.**

2023 Nov 1 Managing Legal

“And the fear that constrains almost all general counsel and chief legal officers from robustly leveraging that purchasing power in rate discussions with outside counsel.”

<https://www.managinglegal.com/whats-never-discussed-in-coverage-of-law-firm-rate-increases/>

#### **Webber, Joel A. You can’t manage costs without budgets.**

2023 Nov 17 Managing Legal

“Corporate Legal can’t claim to “manage” what it doesn’t have budgets for. And payments to outside counsel take up 50% to 60% of its spending.”

<https://www.managinglegal.com/you-cant-manage-costs-without-budgets/>

[Back to Contents](#)

## FUTURE OF LAW / LEGAL PROFESSION

### Internet Articles

#### **Halls, Laura. Are city law firms ready to tackle a triad of threats?**

2023 Nov 10 LexisNexis

“Our recent report, The three key competitive threats facing City law firms, starts with a familiar story, explaining that City firms have long enjoyed dominance in the UK legal market. But, recently we’ve seen a plot twist, with disruption from a host of new competition, from the rising presence of US firms, to the Big Four, alternative legal service providers (ALSPs), and so on. These new business models, such as the rise of platform law firms and alternative



business structures (ABS) have been transformational, through methods like hybrid working, flexible hours, and consultancy.”

<https://www.lexisnexis.co.uk/blog/future-of-law/are-city-law-firms-ready-to-tackle-a-triad-of-threats>

**Vlemincx, Eve. Igniting real change: A systemic approach to legal transformation.**

2023 Nov 1 Legal Business World

“Instead of merely automating existing legal processes, law firms should undertake a holistic reevaluation of their workflows and procedures. This involves a complete reimagining of how legal work is conducted, eliminating redundancies and streamlining processes to make them more efficient and cost-effective. Legal innovation goes hand in hand with a transformation of the organizational culture and mindset within law firms. Cultivating a culture of adaptability, creativity, and continuous learning can foster an environment where innovation flourishes.”

<https://www.legalbusinessworld.com/post/igniting-real-change-a-systemic-approach-to-legal-transformation>

[Back to Contents](#)

## HUMAN RESOURCES

### Appraisals

*Journal Article*

**Lopes, Susana Almeida [et al.] Artificial intelligence applied to lawyers’ appraisals.**

2023 30(2) International Journal of the Legal Profession p179

“This pilot study presents an innovative artificial intelligence (AI) model to predict lawyers’ appraisal ratings in a law firm. Methodology development was based on an 11-years database comprising multiple descriptors from 229 lawyers. The AI model builds upon law firms’ tournament, simulating lawyers’ career competition to predict performance rankings. Within a one-year lag, the accuracy of the model was approximately 88%. With two- and three-year lag times, the predictions show only a minor drop in performance. Benefits of this in-silico strategy involve decreasing the frequency of appraisals linked with considerable time and resource savings. By highlighting the most relevant performance predictors in the firm, practitioners may identify bias in appraisals and realign talent management with business strategy. This longitudinal study aims to pilot predictive research for AI models in talent management in law firms. Future research may lead to predictive models supporting talent strategies and practices.”

Purchase options: <https://www.tandfonline.com/doi/full/10.1080/09695958.2023.2215442?src=exp-la>

### Generation Z

*Internet Article*

**Perry, Phillip M. Retooling your firm for Gen Z.**

2023 Nov Legal Management

“Develop a healthy workplace - Commit to diversity - Establish gender equity - Promote work transparency - Set predictable schedules.”

<https://www.alanet.org/legal-management/2023/november-december/features/retooling-your-firm-for-gen-z>

### Hiring

*Video*

**Green, Rob. Your legal career – Episode 7 – Partner lateral hiring.**

2023 Dec 1 Go Legal

“In our latest edition, we discuss legal jobs in South Africa, as well as the latest trends and opportunities. The legal landscape in South Africa is constantly evolving, and with it, the demand for skilled legal professionals.”

<https://www.golegal.co.za/partner-lateral-hiring/>

### Redundancy

*Internet Article*

**Connelly, Thomas. Trowers: More lawyer roles at risk amid ‘continued slowdown’.**

2023 Nov 21 Legal Cheek

“Trowers & Hamblins has launched a second redundancy consultation across its UK offices, just weeks after it cut lawyer roles from its real estate and finance teams.”





<https://www.legalcheek.com/2023/11/trowers-more-lawyer-roles-at-risk-amid-continued-slowdown/>

### **Remuneration**

*Internet Article*

#### **The imperative of minimum wages and community service in South Africa's legal profession.**

2023 Nov 15 Go Legal

"South Africa's legal profession is at a new crossroads. The imminent amendments proposed by the Legal Practice Council are not just bureaucratic shifts but a call for a more egalitarian, just, and inclusive legal system. Central to this debate is the issue of a minimum wage for candidate legal practitioners."

<https://www.golegal.co.za/minimum-wage-legal-profession/>

### **Salaries**

*Internet Article*

#### **Duncan, Rhys. Money focus: What law firms pay their newly qualified lawyers.**

2023 Nov 7 Legal Cheek

"Legal Cheek data shines spotlight on juniors' salaries."

<https://www.legalcheek.com/2023/11/money-focus-what-law-firms-pay-their-newly-qualified-lawyers/>

### **Trust and Support**

*Internet Article*

#### **Kelly, Valeske; Swanepoel, Caren and Heyns, Gideon. Achieving greatness with trust and support in the workplace – Learning from the Springboks.**

2023 Dec 1 Lexinfo Blog

Partial contents: Building trust in work teams – Communication is a cornerstone – Shared goals and values – Reliability and accountability – Resilience in the face of adversity – The ripple effect: trust beyond the field.

<https://www.lexinfo.co.za/post/achieving-greatness-with-trust-and-support-in-the-workplace-learning-from-the-springboks>

### **Workplace Affairs**

*Internet Article*

#### **Lawyers among least likely to have workplace affairs.**

2023 Nov 13 Legal Cheek

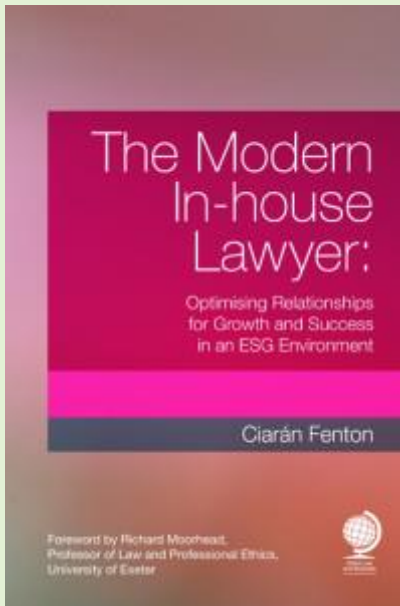
<https://www.legalcheek.com/2023/11/lawyers-among-least-likely-to-have-workplace-affairs/>

[Back to Contents](#)

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## **IN-HOUSE LAWYERS**

*New Publication*



**Fenton, Ciarán. The modern in-house lawyer: Optimising relationships for growth and success in an ESG Environment – Globe Law and Business, 2023.**

ISBN: 9781787429529

Publisher's description: "Relationships are top-of-mind for in-house lawyers today. Inherent tension in the relationship between in-house lawyers and their organisation – which is both their client and their employer – and the increasing scrutiny of in-house lawyers due to recent corporate and political scandals has put pressure on the management of their relationships with themselves, their teams and their employer clients. Furthermore, CEOs, non-executive directors and boards not only struggle to navigate their relationship with in-house lawyers but are also often unaware of the underlying systemic problems in the legal function and profession, which can adversely affect organisational sustainability. This book shows how in-house lawyers can better manage their relationships and how their client organisations can reciprocate. The main theme throughout is that reframing relationships, and then making small changes in them, can have a big impact on individual fulfilment, organisations and society. This title provides solutions for when specific relationship management problems occur, and key features include:

- exploration of the evolution of the legal function;
- diagnostics and tools to assess and manage relationships with boards, law firms and the ESG movement;
- strategies to address common relationship issues with key individuals including the CEO, CFO, compliance staff, the group GC and other in-house lawyers;
- guidance on allaying career concerns and dealing with an overwhelming workload which threatens work–life balance; and
- the nature of leadership as it pertains to the legal function."

Price: £125.00 excluding delivery.

More information [here](#).

[Back to Contents](#)

## JUDICIARY

### *Internet Articles*

**Damons, Marcia. Over 260 court judgments outstanding for more than six months.**

2023 Nov 14 GroundUp

"264 reserved judgments in South African courts have been outstanding for longer than six months.

The longest outstanding judgment dates back to December 2012. The Johannesburg Labour Court had the most late judgments followed by the Pretoria and Pietermaritzburg high courts."

<https://www.groundup.org.za/article/over-260-court-judgments-outstanding-for-more-than-six-months/>

**FW de Klerk Foundation. Justice delayed, justice denied: A constitutional crisis in SA.**

2023 Nov 24 Politics Web

"The chronic inefficiency plaguing the Judicial Service Commission (JSC) and the persistent delays in delivering judgments by our courts raises serious constitutional concerns, jeopardising the very essence of justice in our democratic society. The recent delayed impeachment proceedings against judges John Hlophe and Nkola Motata have exposed the JSC's repeated failures in fulfilling its core constitutional obligations. These failures cast doubt not only on the JSC's ability to uphold the principles enshrined in the Constitution, but also affect the independence and resilience of our judiciary, which is of course, a linchpin of our constitutional democracy."

<https://www.politicsweb.co.za/politics/justice-delayed-justice-denied--fw-de-klerk-founda> (Subscription needed)

### *Media Comments*

**ConCourt is delivering judgements late, and its website is out of date.**



2023 Nov 7 EWN

“The Constitutional Court is setting a poor example by failing to deliver judgments timeously. South Africa’s apex court currently has four late judgments outstanding and many others have been delivered late this year. Moreover, the court’s website is poorly maintained, making it hard to know the status of cases. The [judicial norms and standards](#) explain that judgments in both civil and criminal matters should generally not be reserved without a fixed date for handing them down.”

<https://ewn.co.za/2023/11/07/concourt-is-delivering-judgements-late-and-its-website-is-out-of-date>

**Gerber, Jan. Parliamentary justice committee recommends that Hlophe and Motata be removed.**

2023 Nov 22 News24

<https://www.news24.com/news24/politics/parliament/parliamentary-justice-committee-recommends-that-hlophe-and-motata-be-removed-20231122>

(Subscription needed)

**Gerber, Jan and Maughan, Karyn. Holomisa, Malema, Mkhwebane use fake 'intelligence report' to push false 'judicial corruption' claims.**

2023 Nov 29 News24

<https://www.news24.com/news24/politics/parliament/holomisa-malema-mkhwebane-use-fake-intelligence-report-to-push-false-judicial-corruption-claims-20231129>

(Subscription needed)

**Lekabe, Thapelo. Lifetime salary and perks at stake for judges Hlophe and Motata if impeachment goes through.**

2023 Nov 23 IOL News

“Parliament’s committee on Justice and Correctional Services recommends the removal of two judges—John Hlophe and Nkola Motata—found guilty of gross misconduct.”

<https://www.news24.com/citypress/news/lifetime-salary-and-perks-at-stake-for-judges-hlophe-and-motata-if-removed-from-the-bench-20231123>

(Subscription needed)

**Patel, Faizel. Zuma vs Zondo: ‘Zondo was ‘worst performer’ in JSC interviews’ – Zuma foundation.**

2023 Nov 16 The Citizen

“Former president Jacob Zuma has filed a supplementary affidavit with the Gauteng High Court in Pretoria in his tenacious bid to have the April 2022 appointment of Judge Raymond Zondo as the country’s chief judge of the Constitutional Court of South Africa set aside, saying he was the “worst performer” during the Judicial Services Commissions (JSC) interviews. Zuma first challenged the appointment of Zondo as chief justice in May and demanded that President Cyril Ramaphosa reverse his decision to appoint him. However, Ramaphosa filed a notice to oppose the application on 26 September.”

<https://www.citizen.co.za/news/zondo-worst-performer-jsc-interviews-zuma-foundation/>

**Professor Balthazar. The JSC must be reformed to preserve the integrity of the judicial system.**

2023 Nov 12 Daily Maverick

“Its continuous failure imperils the future of an independent, resilient judiciary committed to the independence and transformation of South Africa’s legal system.”

<https://www.dailymaverick.co.za/opinionista/2023-11-12-the-jsc-must-be-reformed-to-preserve-the-integrity-of-the-judicial-system/>

**Tribunal postponed again as judge Nana Makhubele cannot pay legal fees.**

2023 Nov 13 Business Live

“The Judicial Conduct Tribunal investigating potentially impeachable conduct by Gauteng judge Nana Makhubele was postponed again on Monday as it emerged that her legal funding woes with the state attorney’s office remained unresolved. A letter from Makhubele to the tribunal on November 1 said her legal team was owed “in excess of R3m”...”

<https://www.businesslive.co.za/bd/national/2023-11-13-tribunal-postponed-again-as-judge-nana-makhubele-cannot-pay-legal-fees/>

(Subscription needed)

[Back to Contents](#)

## LEADERSHIP

### *Internet Articles*

**Croft, Lauren. How much progress have we made in promoting female leadership in law?**

2023 Nov 15 Lawyers Weekly

“As the legal landscape evolves, diverse leadership has a critical role in driving innovation and fostering diversity and inclusion, as well as challenging traditional norms in the profession. Here, we explore the nuanced challenges marking the journey of women in leadership roles, emphasising the impact of female-led initiatives on career progression.”



<https://www.lawyersweekly.com.au/biglaw/38499-how-much-progress-have-we-made-in-promoting-female-leadership-in-law>

**Griffiths, Lindsay. The role of technology and innovation in shaping future legal leadership.**

2023 Nov 8 JDSupra

“One of the things I like to do is go through old posts of mine to see if there may be some utility in updating them for the current market. What’s the saying? Everything old is new again. And that always seems to be the case – even with content!”

<https://www.idsupra.com/legalnews/the-role-of-technology-and-innovation-1999902/>

**Landry, Carla. Is charisma necessary for LPM Leaders?**

2023 Nov 28 JDSupra

“Charisma, like extroversion, may be highly overrated. You don’t need to be charismatic to inspire people, at least according to leadership consultant Simon Sinek, one of my favorite authors and speakers.”

<https://www.idsupra.com/legalnews/is-charisma-necessary-for-lpm-leaders-2188199/>

**Oberoy, Namit. What true thought leadership means for lawyers.**

2023 Nov 16 Legal Business World

“‘Thought’ signifies the outcomes of mental activities like thinking and reasoning, while ‘leadership’ implies guidance. Together, they form thought leadership, which is the act of shaping people’s thinking and inspiring action through one’s ideas. With this basic understanding in mind, let’s demystify what true thought leadership means, and how to distinguish it from run-of-the-mill content.”

<https://www.legalbusinessworld.com/post/what-true-thought-leadership-means-for-lawyers>

[Back to Contents](#)

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## LEGAL DESIGN

### *Internet Article*

**Baldoni, John. Putting innovation into the legal system by design.**

2023 Nov 15 Forbes

“Part of the inefficiency is related to the need for more data. Too many judicial districts need the information they need to understand their issues or even begin to address them. That’s where the Justice Innovation Lab enters the picture. It works with jurisdictions to teach them to mine and make sense of the data.”

<https://www.forbes.com/sites/johnbaldoni/2023/11/15/putting-innovation-into-the-legal-system-by-design/?sh=1c703827132f>

### *Videos*

**Legal design thinking IRL with Kerri Salata.**

2023 Nov 15 YouTube

“Our special guest, Kerri Salata, will be sharing insights on how design can be a powerful tool to enhance understanding of legal and regulatory obligations. In a world where compliance often feels like a mere “check in the box” function, Kerri will share her experience and expertise on how legal design can transform policies, procedures, and forms into plain, simple, and accessible resources. It’s not just about following the rules; it’s about truly comprehending them and integrating them into your organization.”

<https://www.youtube.com/watch?v=iw0cdDIJT0>

**Legal Design: What if we redraw the Law?**

2023 Nov 30 Lexology

“Legal Design is a method for designing legal solutions that aims to “redraw” the way all lawyers apply the Law in their daily lives, by making it more user-centric. To learn more about it, we invited three international Legal Design experts: Angélica Flechas (Founder & CEO of Háptica); Antti Innanen (Founder & CEO of Dot. Legal Design); and Marie Potel-Saville (Founder & CEO of Amurabi). In this conversation, hosted by PLMJ’s associate Tiago Guerreiro, the panel discussed the added value and use cases of Legal Design, as well as the importance of user research and cultural and gender specificities in the design of legal solutions, the intersection of Legal Design with Artificial Intelligence and the concept of dark patterns, about which we’ll be hearing more very soon.”

<https://www.lexology.com/library/detail.aspx?q=8982b0c0-80ad-4f98-8da1-6f479e3159b5>

[Back to Contents](#)



## MANAGEMENT

### Change

#### *Internet Articles*

**Musgrave, Emma. Embracing change: Why lawyers should keep an open mind about their practice area.**

2023 Nov 23 Lawyers Weekly

“It’s important to maintain an open mind when it comes to one’s practice area, with lawyers being urged to continuously evaluate their work, ensuring it aligns with their interests and motivations.”

<https://www.lawyersweekly.com.au/sme-law/38553-embracing-change-why-lawyers-should-keep-an-open-mind-about-their-practice-area>

**Vlemincx, Eve. Igniting real change: A systemic approach to legal transformation.**

2023 Nov 1 Legal Business World

“For years, the legal industry has talked about the need for change, but progress has been limited. This stagnation is largely due to fragmented thinking. It’s unrealistic to expect a revolutionary transformation when we’re only making incremental changes piece by piece.”

<https://www.legalbusinessworld.com/post/igniting-real-change-a-systemic-approach-to-legal-transformation>

### Control

#### *Internet Article*

**Croft, Lauren. Letting go of control as a business owner.**

2023 Nov 2 Lawyers Weekly

“While wearing all the hats is a given for a lawyer just starting their own firm, this founder emphasised the importance of being able to slowly give up control in order to grow and scale. Melissa Barlas is the director and founder of Conveyed, a conveyancing firm based down in Melbourne, and the most recent winner of the Sole Practitioner of the Year category at Lawyers Weekly’s Australian Law Awards.”

<https://www.lawyersweekly.com.au/sme-law/38418-letting-go-of-control-as-a-business-owner>

### Daily Decision-Making

#### *Internet Article*

**Angioletti, Laura [et al.] Self(ie) mapping the relevance of professional daily decision-making process by lawyers.**

2023 30(2) International Journal of the Legal Profession p163

“This study investigates the activities requiring the most important decisions for lawyers during a typical professional day. The sample was composed of ten lawyers and ten non-legal professionals to compare different working groups. Daily journals (DDs) were used to gather behavioral information about the type of activities that require varying levels of relevance in terms of decision making and the time of day when professionals make these important decisions. Qualitative findings suggested decisions are mainly taken in relation to leisure, work and planning activities. For both groups, more relevant decisions were taken in the morning compared to afternoon and evening, and more in relation to work compared with leisure activities. Interestingly, the group of lawyers reported a greater relevance for decisions related to planning activities compared to work activities. At the practical level, this evidence could guide the organization of work activities made by the institutions, e.g. recommending that tasks requiring decision making are placed in strategic time slots. For lawyers, the moment in which they plan their activities consists in the phase in which the fate of their work is really played: meeting with counterparts, act/opinion/warning drafting, legal advice, and consulting are all legal actions that require important decisions for them.”

Purchase options: <https://doi.org/10.1080/09695958.2023.2168673>

### Relationships

#### *Internet Article*

**Duffy, Elizabeth. A blueprint for building stronger relationships between in-house legal teams and outside counsel.**

2023 Nov 20 Thomson Reuters

“Corporate GCs are under pressure to pay more attention to their spending on outside counsel, and they are looking at ways to increase the value of those relationships.”

<https://www.thomsonreuters.com/en-us/posts/legal/building-stronger-relationship/>





## Risks

*Internet Article*

### **Law firms and solicitors must reconsider their risks.**

2023 Nov 23 The Law Society

“There is a common perception that solicitors are averse to risk. After all, you’re in the business of helping clients anticipate what might go wrong and protecting them against that possibility.”

<https://www.lawsociety.org.uk/topics/business-management/partner-content/law-firms-and-solicitors-must-reconsider-their-risks>

## Time Management

*Internet Article*

### **Opperman, Ina. How time management can help your physical and mental health at work.**

2023 Nov 3 The Citizen

“It is important to take care of your physical and mental health at work and the most important habit to help you do this is to learn effective time management. Learning how to manage your time at work will benefit you in many ways.”

<https://www.citizen.co.za/business/personal-finance/how-to-take-care-physical-mental-health-work/>

## Trends

*Internet Article*

### **Rattray, Kate. 3 Legal trends for midsized firms.**

2023 Nov Legal Management

“There’s no denying that the COVID-19 pandemic significantly impacted the legal industry. Recent research has uncovered some ongoing challenges (and opportunities) for legal administrators in midsized firms (those with more than 20 employees).”

<https://www.alanet.org/legal-management/2023/november-december/departments/3-legal-trends-for-midsized-firms>

[Back to Contents](#)

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## MANAGING PARTNERS

*Journal Article*

### **Buschor, Dario Ramon. Roles of managing partners in mid-size and large law firms – evidence from the DACH-region.**

2023 Jan 2 30(1) International Journal of the Legal Profession p3

“While there has been ample research on the roles of managers, no similar studies have been conducted regarding the roles of Managing Partners in law firms – a subgroup of professional service firms (PSF). However, the many differences between PSFs and industrial or other service providers suggest that the existing research on the role of managers cannot be applied to law firm Managing Partners. In order to fill that gap and analyze the roles of law firm managers, evidence was collected in 34 interviews with 36 Managing Partners from large and mid-size law firms in the DACH-Region (Germany, Austria and Switzerland) regarding their function as their firms’ top managers. Analysis shows that while the Managing Partner function varies considerably between law firms, the activities of Managing Partners can be clustered into 15 distinct roles. This study adds empirical evidence to the existing practice literature and supports our understanding of the Managing Partner function in law firms and other PSF.”

<https://doi.org/10.1080/09695958.2023.2192500>

[Back to Contents](#)

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## MARKETING

### Branding

*Internet Articles*

### **Koch, Alicia. Building brand awareness.**

2023 Nov 22 AJS



“What is your brand aesthetic? – What are your brand values? – What is your logo and tagline? – What is your brand story? – Create value beyond your practice – Create shareable content – Contribute to your community – Run social media contests – Offer a freebie – Run awareness ads.”

<https://ajs.co.za/2023/11/22/building-brand-awareness/>

**Musgrave, Emma. Tips to build your brand as a lawyer.**

2023 Nov 6 Lawyers Weekly

“Speaking on a recent episode of The Lawyers Weekly Show, Tom Balmer, director at TransPerfect, shared ways lawyers can bolster their brand and business development – and the importance of doing so in today’s competitive market.”

<https://www.lawyersweekly.com.au/biglaw/38422-tips-to-build-your-brand-as-a-lawyer>

## Content Marketing

### *Internet Articles*

**Furman, Phyllis. 5 Ways to raise the bar on law firm content marketing.**

2023 Nov Strategies & Voices

“It’s no secret that after a tough 2022, law firms continued to face economic headwinds this year. With demand for legal services sputtering, firms will need better marketing tools in 2024 to distinguish themselves from their competitors and generate new business. Enter content marketing.”

<https://strategiesandvoices.org/Article-Details/5-ways-to-raise-the-bar-on-law-firm-content-marketing>

**Nixon, Tom. Is your content skimmable or skippable?**

2023 Nov 17 JDSupra

“Very few content creators go into a piece of writing with the notion, “I hope readers skim this piece!” But, in fact, that’s exactly what you want them to do.”

<https://www.idsupra.com/legalnews/is-your-content-skimmable-or-skippable-9143594/>

## Credibility

### *Internet Article*

**How law firms can promote good news to bolster credibility.**

2023 Nov 8 Forbes

“Because negative reviews or comments might be unavoidable at some point in your career, promoting good press about your law firm is a key aspect of maintaining a positive public image. It’s also a huge part of the game that you can control.”

<https://www.forbes.com/sites/theyec/2023/11/08/how-law-firms-can-promote-good-news-to-bolster-credibility/?sh=338f9d7f29fb>

## Growth Mindset

### *Podcast*

**Eke, Will and Knight, Charlotte. CMO Series EP120 - Emily Rogers of Norton Rose Fulbright on Instilling a Growth Mindset in Legal Marketing.**

2023 Nov 8 JDSupra

“This episode of the CMO Series Podcast brings you a conversation with Emily Rogers, Chief Marketing and Business Development Officer at Norton Rose Fulbright US, as she shares her unique journey to becoming a CMBDO. Emily sits down with Will Eke to discuss the transformative power of cultivating a growth mindset, as well as a strong team culture, and its far-reaching impact on...”

<https://www.idsupra.com/legalnews/cmo-series-ep120-emily-rogers-of-norto-12944/>

## Image

### *Internet Article*

**Boys, Peter. Reputation management for law firms: how to maintain a positive online image.**

2023 Nov 8 Forbes

“As attorneys, our hard-earned reputations mean everything. We dedicate countless hours to excelling in law school. We endure grueling workloads, both during our studies and in the early years of practice, and then comes the blow: a negative review online.”



<https://www.forbes.com/sites/forbesagencycouncil/2023/11/08/reputation-management-for-law-firms-how-to-maintain-a-positive-online-image/?sh=ecf7a1d1c750>

### Social Media

*Internet Article*

**Marrone, Stefanie. How to build your LinkedIn presence as a C-suite executive or leader.**

2023 Dec 5 JDSupra

“LinkedIn is the most powerful and important professional social networking platform for business professionals at every level of their careers – especially those who are in the C-suite or in a senior leadership role.”

<https://www.jdsupra.com/legalnews/how-to-build-your-linkedin-presence-as-5103073/>

### Storytelling

*Internet Article*

**Zirinsky, Paula. The impact of narrative: how storytelling changes the marketing game.**

2023 Nov 30 JDSupra

“Compelling brand narratives inform, educate, and influence. And in a world where products and services may often seem indistinguishable, powerful narratives can be game changers.”

<https://www.jdsupra.com/legalnews/the-impact-of-narrative-how-1306412/>

### Strategies

*Internet Article*

**Dimka, Dennis. Law firm marketing: a complete guide (with 24 strategies).**

2023 Nov 22 Uptime Legal Systems

“As more law firms recognize the potential for generating leads online, law firm marketing becomes even more competitive.”

<https://www.inboundlawmarketing.com/law-firm-marketing-strategy/>

*LinkedIn Article*

**Designity. 9 Effective law firm marketing strategies to stand out in a competitive market.**

2023 Nov 17 LinkedIn

“If you want your law firm to stand out in a competitive industry, you’re going to have to have more than just top-notch legal services.”

[https://www.linkedin.com/pulse/9-effective-law-firm-marketing-strategies-stand-out-competitive-j8iac/?trk=public\\_post\\_main-feed-card\\_feed-article-content](https://www.linkedin.com/pulse/9-effective-law-firm-marketing-strategies-stand-out-competitive-j8iac/?trk=public_post_main-feed-card_feed-article-content)

[Back to Contents](#)

## MASTER’S OFFICE

*Internet Articles*

**Morrison, Ella. Rescue plan for the Master’s Office.**

2023 Nov 20 GroundUp

“The Department of Justice has announced a rescue plan for the Master’s Office. This comes after growing criticism of the Master’s Office for failing to fulfil crucial legal administrative processes. Problems that need to be fixed include extremely long delays and general maladministration.”

<https://www.groundup.org.za/article/rescue-plan-for-the-masters-office/>

**Wicks, Bernadette. Master’s office not on its knees, but more needs to be done: Justice Ministry.**

2023 Nov 28 EWN

“Deputy Justice Minister John Jeffery says while there is a way to get the Master’s Office running efficiently, he does not believe it has suffered a complete collapse. The Master’s Office serves a vital function in terms of dealing with the deceased’s estates, liquidations, registering trusts, and administering the Guardian’s Fund - among other things. Its functioning has been hamstrung of late, though. This is due to long queues, system problems, documents going missing, poor infrastructure, load shedding and backlogs.”

<https://ewn.co.za/2023/11/28/master-s-office-not-on-its-knees-but-more-needs-to-be-done-justice-ministry>



[Back to Contents](#)

## MENTORSHIP

*Internet Article*

### **Santhebennur, Malavika. How lawyers can kick impostor syndrome to the kerb.**

2023 Nov 14 Lawyers Weekly

“Ahead of the Women in Law Forum 2023, LOD head of people and development and talent acquisition (Australia), Sofia Khan observed that while many legal professionals experience impostor syndrome, it is often more prevalent among women.”

<https://www.lawyersweekly.com.au/corporate-counsel/38483-how-lawyers-can-kick-imposter-syndrome-to-the-kerb>

[Back to Contents](#)

## OFFICE DESIGN

*Internet Articles*

### **Ensuring a successful process for the design of your new office space.**

2023 Nov Tloma Today

“No client appreciates surprises on a project. In the paragraphs that follow we will outline a few process tips to de-risk your Interior Design project, build consensus amongst your stakeholders, avoid trendy-trends and future proof your space planning solutions.”

<https://www.tloma.com/about-tloma/tloma-today/details/tlomatoday---november-2023?expand=ensuring-a-successful-process-for-the-design-of-your-new-office-space---november-2023>

### **Next-gen law: Dentons reveals new workspace celebrating Scottish craft.**

2023 Nov 7 Mix Interiors

“Gone are the days of dark mahogany shelves and leather-bound books – the next generation of law firm design has arrived. The design of Dentons new space at No. 9 Haymarket set out to challenge the conventional approach to design for legal practices, eschewing established design tropes and stigma set by traditional law firms for a modern, intuitive and elegant experience.”

<https://www.mixinteriors.com/project/next-gen-law-dentons-reveals-new-workspace-celebrating-scottish-craft/>

*LinkedIn Article*

### **Slaughter, Patrick. "Revolutionizing legal practice: the role of collaborative workspaces in attorney excellence".**

2023 Dec 3 LinkedIn

“In a dynamic legal landscape where adaptability is key, attorneys are witnessing a shift from the traditional model of isolated work to a more collaborative and flexible approach. Collaborative workspaces have emerged as a pivotal force in enhancing efficiency, fostering innovation, and ultimately delivering superior value to clients.”

<https://www.linkedin.com/pulse/revolutionizing-legal-practice-role-collaborative-patrick-slaughter-6ltnc/>

[Back to Contents](#)

## OPERATIONS MANAGEMENT

*Internet Article*

### **Brereton, Erin. Does your organization need a legal operations manager?**

2023 Nov Legal Management

“Find out why firms and departments could potentially benefit from having a legal ops professional oversee key initiatives and functions.”

<https://www.alanet.org/legal-management/2023/november-december/features/does-your-organization-need-a-legal-operations-manager>

[Back to Contents](#)

## PEOPLE AWARENESS



*Internet Article*

**Venkataramani, Anuja. Why ‘people awareness’ is just as important as commercial awareness when it comes to being an employment lawyer.**

2023 Nov 3 Legal Cheek

“Irwin Mitchell’s Padma Tadi-Booth talks key skills and flexible working.”

<https://www.legalcheek.com/lc-careers-posts/why-people-awareness-is-just-as-important-as-commercial-awareness-when-it-comes-to-being-an-employment-lawyer/>

[Back to Contents](#)

## PROFESSIONAL CONDUCT / ETHICS

*Case – Law Reports*

**Keele v Legal Practice Council and Another [2023] 4 All SA 422 (GP)**

Review application to set aside recommendation of Investigating Committee set out in respondent’s report – Applicant alleging gross violation of fundamental human rights emanating from acts of professional misconduct on part of second respondent (attorney), and that investigation that was conducted by first respondent was procedurally and substantively unfair – No evidence of misconduct on part of second respondent – First respondent’s decision not irrational – Dismissed.

Judgment: <https://www.saflii.org/za/cases/ZAGPPHC/2023/723.pdf>. All South African Law Reports available from [LexisNexis](#).

**Wild v Legal Practice Council and Others 2023 (5) SA 612 (GP)**

[Juta Law Reports Advance Notification summary](#): Legal practitioner – Advocate – Misconduct – Investigation – Advisory notice of Legal Practice Council regarding transitional conduct of disciplinary proceedings – Validity and effect – Investigation and striking-off applications – Effect of Legal Practice Act 28 of 2014 (LPA) – General Council of Bar, Society of Advocates and local bars retaining common-law standing in pending matters to investigate unprofessional conduct and seek suspensions and striking-off – Exercising concurrent jurisdiction with Legal Practice Council over conduct of practitioners – Court retaining common-law powers – LPA, s 116(1) and (2) – Application for review of decision dismissed.

Judgment: <https://www.saflii.org/za/cases/ZAGPPHC/2023/297.pdf>. South African Law Reports available from [Juta](#).

*Internet Articles*

**Allow us to refuse work for ethical reasons, junior lawyers tell firms.**

2023 Nov 16 Legal Futures

“Businesses are now in an era of ‘show, not tell’ and law firms are not immune from scrutiny. It is not enough to draft the policies and send out the press releases – they have to prove they mean something. This will create the platform for motivated staff to deliver for their clients.”

<https://www.legalfutures.co.uk/latest-news/allow-us-to-refuse-work-for-ethical-reasons-junior-lawyers-tell-firms>

**Botsford, Polly. Can you be a good lawyer if you’re not a good person?**

2023 Nov 3 Legal Cheek

“This question formed part of wider discussion around ethics at this week’s International Bar Association (IBA) conference. Delegates at the IBA, held near La Défense, Paris’s main business district, were encouraged to “stay idealistic” and “help make the world a better place”.

<https://www.legalcheek.com/2023/11/can-you-be-a-good-lawyer-if-youre-not-a-good-person/>

**Duncan, Rhys. Junior lawyers: let us refuse work on ethical grounds.**

2023 Nov 16 Legal Cheek

“A survey of 72 junior lawyers found that almost two-thirds thought that their firms should allow them to refuse work on matters that they deem outside their ethical boundaries. This was contrasted with just 18% who are currently able to at their firms.”

<https://www.legalcheek.com/2023/11/junior-lawyers-let-us-refuse-work-on-ethical-grounds/>

*Journal Articles*

**Maphumulo, Sipho. Duty to sustain the dignity of our courts. [*Mondo and Others v Electrowave (Pty) Ltd* (D343/2021) [2023] ZALCD 8; [2023] 8 BLLR 813 (LC); (2023) 44 ILJ 1751 (LC) (18 May 2023) and *University of South Africa v Socikwa and Others* (J 675/23; J 680/23) [2023] ZALCJHB 172; [2023] 8 BLLR 836 (LC); (2023) 44 ILJ 1785 (LC) (7 June 2023)]**





2023 Nov De Rebus p10

“Legal practitioners have a duty to protect the dignity of the courts by advancing the interests of justice, observing the law, and maintaining the ethical standards of the profession whenever they litigate... In these judgments, the courts made orders aimed at deterring legal practitioners from abusing and disregarding court processes. As it will be apparent below, the conduct of the legal practitioners in these cases played a huge role in triggering the courts to make such orders.”

<https://www.derebus.org.za/duty-to-sustain-the-dignity-of-our-courts/>

**Seegobin, Rishi. Restoring dignity to our courts: The duties of legal practitioners: Insulting, inappropriate, vulgar, and disparaging language have no place in litigation.**

2023 36(2) Advocate p63

“An ugly trend has recently emerged in our courts, whereby some legal practitioners have taken to making veiled and sometimes direct threats of violence should a certain outcome not be given in a particular case. The murder trial of the late soccer player, Senzo Meyiwa, and the corruption trial of Jacob Zuma are but two examples where this extraordinary type of behaviour has been displayed by legal representatives... Sadly, the paramountcy of the duty to the court appears to be lost on many legal practitioners of late. This article focuses on this duty and the need to ensure that it is adhered to at all times.”

[https://gcbsa.co.za/law-journals/2023/august/63-](https://gcbsa.co.za/law-journals/2023/august/63-65.%20INSULTING%2C%20INAPPROPRIATE%2C%20VULGAR%2C%20AND%20DISPARAGING.pdf)

[65.%20INSULTING%2C%20INAPPROPRIATE%2C%20VULGAR%2C%20AND%20DISPARAGING.pdf](https://gcbsa.co.za/law-journals/2023/august/63-65.%20INSULTING%2C%20INAPPROPRIATE%2C%20VULGAR%2C%20AND%20DISPARAGING.pdf)

*Media Comments*

**Hancke, Hendrik. Eastern Cape prosecutor sues for almost R10m after ‘malicious’ arrest.**

2023 Nov 19 Times Live

“An Eastern Cape prosecutor who was arrested a year ago for allegedly not immediately reporting sexual offences against a minor child, only to have the charges against her withdrawn in April, is suing the state and an investigating officer for almost R10m...”

[https://www.timeslive.co.za/sunday-times-daily/news/2023-11-19-eastern-cape-prosecutor-sues-for-almost-r10m-after-malicious-](https://www.timeslive.co.za/sunday-times-daily/news/2023-11-19-eastern-cape-prosecutor-sues-for-almost-r10m-after-malicious-arrest/#:~:text=An%20Eastern%20Cape%20prosecutor%20who,investigating%20officer%20for%20almost%20R10m.)

[arrest/#:~:text=An%20Eastern%20Cape%20prosecutor%20who,investigating%20officer%20for%20almost%20R10m.](https://www.timeslive.co.za/sunday-times-daily/news/2023-11-19-eastern-cape-prosecutor-sues-for-almost-r10m-after-malicious-arrest/#:~:text=An%20Eastern%20Cape%20prosecutor%20who,investigating%20officer%20for%20almost%20R10m.) (Subscription needed)

**Maliti, Soyiso. 'Exorbitant fees': lawyer linked to Lotto scandal charged dept R6m for 'research'.**

2023 Dec 1 News24

<https://www.news24.com/news24/politics/exorbitant-fees-lawyer-linked-to-lotto-scandal-charged-dept-r6m-for-research-20231201>

(Subscription needed)

**Mashego, Abram. Former prosecutor slapped with eight-year sentence for demanding R500 bribe from suspect.**

2023 Nov 16 News24

<https://www.news24.com/citypress/news/former-prosecutor-slapped-with-eight-year-sentence-for-accepting-r500-bribe-from-suspect-20231116>

(Subscription needed)

**Phaliso, Sandiso. Cape Town lawyer pleads not guilty to race attack.**

2023 Nov 27 GroundUp

“In February 2020, Green Point resident Thandi Mgwaba had the tyres of her car slashed. She believes the perpetrator was attorney Gary Trappler, who lived two houses down from her. The case was initially withdrawn due to lack of evidence, but reinstated when CCTV footage was put before the court. Trappler’s advocate argues everything Mgwaba alleges is in dispute.”

<https://www.groundup.org.za/article/cape-town-lawyer-pleads-not-guilty-in-tyre-slashing-case/>

**Prosecutor in the dock for allegedly receiving kickback for not prosecuting multimillion-rand fraud case.**

2023 Nov 11 Sowetan Live

“A private investigator has uncovered a prosecutor's alleged dodgy dealings with a suspect he declined to prosecute. Senior state advocate Phuti Freddy Matabane, Hawks officer Lt-Col Lucky Thabethe and a civilian, Daniel Benjamin Lessing, on Friday appeared in the Johannesburg magistrate's court where they faced a charge of corruption. The NPA said the charges relate to allegations that in May 2021 Matabane allegedly received gratification after his decision to decline to prosecute Lessing in a fraud case involving more than R6m.”

<https://www.sowetanlive.co.za/news/south-africa/2023-11-11-prosecutor-in-the-dock-for-allegedly-receiving-kickback-for-not-prosecuting-multimillion-rand-fraud-case/>

**'RHOPTA's' Peet Viljoen allegedly swindled JHB metro out of 30 properties.**

2023 Nov 19 The Citizen

“Tammy Taylor ‘power couple’ Peet and Mel Viljoen just can’t seem to stay out of the spotlight. The Real Housewives van Pretoria stars had social media’s jaws dropping open when they gifted the other housewives’ real diamonds for



their nails during the latest episode which aired on Thursday. But reality television shows aside, Peet is making headlines for other “indiscretions” and not his dramatic James Bond diamond entrance on the latest episode of RHOPTA. Viljoen, a well-known former lawyer was struck off the roll in 2011 due to serious allegations of fraud, appeared in the commercial court in Pretoria North, sitting in the regional court, on Monday.”

<https://www.citizen.co.za/entertainment/celebrity-news/rhopta-peet-viljoen-allegedly-swindled-jhb-metro-30-properties/>

*Media Statement*

**Afriforum. Victim files civil claim against acting judge involved in alleged road rage incident. 16 November 2023.**

“Three months after Conrad Pretorius was allegedly stabbed in the neck and leg by an acting judge and practicing advocate, he has filed a damages claim at the Pretoria High Court. This claim relates to an incident on 1 August that was widely reported on. The papers were served on Adv. Roeloff du Plessis who has not yet replied to the allegations. Pretorius is inexplicably the accused in a criminal matter related to the same incident that was opened by Du Plessis. Pretorius appeared again in the Hatfield Magistrates Court on Tuesday, 7 November where the matter was postponed to 11 January next year for further investigations. AfriForum’s Private Prosecution Unit has been instructed to act as a watching brief in the criminal matter.”

<https://afriforum.co.za/en/victim-files-civil-claim-against-acting-judge-involved-in-alleged-road-rage-incident/>

[Back to Contents](#)

## ROAD ACCIDENT FUND

*Media Comment*

**Moodley, Neesa. Bleeding Road Accident Fund prevents almost R2.7bn in fraudulent claims.**

2023 Nov 30 Daily Maverick

“The Road Accident Fund (RAF) recorded a deficit of R8.43-billion for the 2022/23 financial year compared with a surplus of R428-million for the 2021/22 financial year. Management maintains this was largely due to the fuel levy not being increased over the past two years, during which time inflation shot up to an average of 6.9%. However, Parliament heard this week that the RAF’s forensic investigation department, with other law enforcement agencies, repudiated 5,333 fraudulent claims over the past three years: 4,172 in 2020/21; 448 in 2021/22 and 713 in 2022/23. Over the same period, 32 people were arrested – an attorney received the highest censure with a jail term of 12 years.”

<https://www.dailymaverick.co.za/article/2023-11-30-bleeding-road-accident-fund-prevents-almost-r2-7bn-in-fraudulent-claims/>

[Back to Contents](#)

## SKILLS / COMPETENCIES

See also [COMMERCIAL AWARENESS](#)

*Internet Articles*

**How to make communication more efficient in your workplace.**

2023 Nov 1 Legal Business World

“In your place of business, you are probably not an island of one. You likely have an entire team of employees who need to effectively communicate with each other as the workday progresses. The question of how to accomplish this in the best way possible can be tricky. Read on for some easy-to-implement solutions.”

<https://www.legalbusinessworld.com/post/how-to-make-communication-more-efficient-in-your-workplace/>

**Kimmel, Jeffrey M. Why taking business classes can help you be a better attorney.**

2023 Nov 22 Legal Business World

“Embarking on a career as an attorney will take you on a journey through the intricacies of the legal system. However, what often surprises many aspiring attorneys is the exposure they get to the business world. Whether you're representing corporate giants, helping a client navigate a difficult personal injury claim, or representing a client in a contested divorce case, the combination of legal and business expertise can be a powerful asset in your professional toolkit.”

<https://www.legalbusinessworld.com/post/why-taking-business-classes-can-help-you-be-a-better-attorney>

**Wilk, Jaburg and Bookspan, Neal. Find comfort in discomfort.**

2023 Nov 21 JDSupra



“I recently read a quote that said something along the lines of anyone living at the edge of their comfort zone has imposter syndrome and if they don’t, they need to go further. The point, of course, is to continually push yourself further and harder, to always be striving for more.”

<https://www.jdsupra.com/legalnews/find-comfort-in-discomfort-7513249/>

**Wilk, Jaburg and Bookspan, Neal. Follow curiosity.**

2023 Nov 2 JDSupra

“Following curiosity in your profession or work can be transformative, leading to innovation, personal growth, and ultimately, success. Curiosity is the engine of learning, driving you to explore new ideas, technologies, and methodologies. It often leads to you asking the right questions, challenging existing norms, and finding unconventional solutions to complex problems.”

<https://www.jdsupra.com/legalnews/follow-curiosity-2803073/>

**Wilk, Jaburg and Bookspan, Neal. Weathering disappointment.**

2023 Nov 20 JDSupra

“We all experience inevitable setbacks and unforeseen challenges in various aspects of our lives. Much like weather patterns, disappointments are unpredictable and can come unexpectedly. These disappointments can manifest in personal relationships, career pursuits, or even everyday activities, causing you to feel frustration, sadness, or disillusionment.”

<https://www.jdsupra.com/legalnews/weathering-disappointment-3771869/>

[Back to Contents](#)

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## SOCIAL MOBILITY

*Internet Article*

**Connelly, Thomas. Legal profession dominates latest social mobility rankings.**

2023 Nov 1 Legal Cheek

“The legal profession has dominated the latest social mobility rankings with over half of this year’s successful entries coming from law firms.”

<https://www.legalcheek.com/2023/11/legal-profession-dominates-latest-social-mobility-rankings/>

[Back to Contents](#)

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## SPECIALITIES AND NICHEs

*Internet Articles*

**Santhebennur, Malavika. How this fashion lawyer created her own niche.**

2023 Nov 27 Lawyers Weekly

“Chloe Taylor has combined her passion for fashion into a legal practice area that allows her to spread her wings across multiple fields. Being proactive has been the key to her success, she says.”

<https://www.lawyersweekly.com.au/biglaw/38568-how-this-fashion-lawyer-created-her-own-niche>

**Where Passion Meets Profession: Exploring specialties in the legal realm.**

2023 Nov HR Future

“Passion and professionalism may seemingly belong to different universes, but their connectedness becomes clear once we navigate the legal sector. The specialty chosen by attorneys and law practitioners plays a significant role in their professional journey and societal impact, making it imperative to link their passion with professional insight.”

<https://www.hrfuture.net/talent-management/personal-development/where-passion-meets-profession-exploring-specialties-in-the-legal-realm/>

[Back to Contents](#)

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## SUCCESSION PLANNING

*Internet Article*

**Musgrave, Emma Why every lawyer needs a succession plan.**

2023 Nov 20 Lawyers Weekly



“Speaking on a recent episode of The Lawyers Weekly Show, Commonwealth Private’s national director of professional services, Alen Sirol, and Clayton Utz’s former chief executive partner, Bruce Cooper, shared insights on why every lawyer should consider a well-structured succession plan.”

<https://www.lawyersweekly.com.au/biglaw/38521-why-every-lawyer-needs-a-succession-plan>

[Back to Contents](#)

## TECHNOLOGY

### Analytics

*Internet Article*

#### **Anderson, Jeff. Why law firms should be embracing analytics.**

2023 Nov Legal Management

“Estimates indicate that 328.77 million terabytes of data of data are produced daily. However, law firms represent a segment that hasn’t fully embraced incorporating data into their practices.”

<https://www.alanet.org/legal-management/2023/november-december/columns/why-law-firms-should-be-embracing-analytics>

### Chatbots

*Internet Article*

#### **Pearce, Colin. The role of chatbots in legal queries: efficiency vs. personal touch.**

2023 Nov Tloma Today

“Fast-forward 20 years, and the adoption of chatbots has gained significant momentum in the legal profession. Legal chatbots, powered by artificial intelligence and natural language processing, are more than valuable tools for lawyers and law firms. They are actually revolutionizing the way legal services are delivered.”

<https://www.tloma.com/about-tloma/tloma-today/details/tlomatoday---november-2023?expand=the-role-of-chatbots-in-legal-queries---efficiency-vs-personal-touch---november-2023>

### Cybersecurity / Data Protection

*Journal Article*

#### **Teichmann, F.M.J. and Wittmann, C. When is a law firm liable for a data breach? An exploration into the legal liability of ransomware and cybersecurity.**

2023 30(6) Journal of Financial Crime p1491

“The threat of cybercrime is pervasive. Corporations cannot be convinced, out of sheer luck or naïve conviction, that they will remain unaffected. When targeted, the stark reality is that a company also incurs a liability risk. This paper aims to explore the boundaries of liability resulting from a data breach and privacy concerns according to the emerging regulations on cybersecurity.”

Purchase options: <https://doi.org/10.1108/JFC-04-2022-0093>

### Digitalization

*Internet Article*

#### **Sullivan, Jamy J. The age of digitization in the legal profession: how law firms can embrace the opportunity.**

2023 Nov 7 CLOC

“The benefit of digital over analog isn’t always a given. Your legal team may find they generate their best ideas working on paper — similar to how some photographers still prefer film.”

<https://cloc.org/the-age-of-digitization-in-the-legal-profession-how-law-firms-can-embrace-the-opportunity/>

*Journal Article*

#### **Kronblad, Charlotta; Pregmark, Johanna E. and Berggren, Rita. Difficulties to digitalize: ambidexterity challenges in law firms.**

2023 33(2) Journal of Service Theory and Practice

“This paper aims to understand what prevents established law firms from embracing digitalization and discusses barriers to solving the emerging ambidexterity problem. Law firms have been organized in the same way for decades. However, digital opportunities are emerging and new competitors are challenging established firms. This presents



established law firms with an ambidexterity problem: How can law firms simultaneously uphold their successful way of working while entering a new world of digitalization, artificial intelligence (AI) and machine learning?"

<https://www.emerald.com/insight/content/doi/10.1108/JSTP-05-2022-0120/full/html>

### Metaverse

*Journal Article*

#### **Zulu, Marcus. Is the metaverse a far-fetched reality to access justice?**

2023 Nov De Rebus p14

"The platform utilises augmented and virtual reality in order to 'enhance user experience, through engaging in social activities such as having meetings, collaborating on projects, playing games and learning in virtual environments'. With the use of technology in our everyday lives becoming an increasing norm, one must ask, how can we use such technology in order to facilitate and access justice in South Africa?"

<https://www.derebus.org.za/is-the-metaverse-a-far-fetched-reality-to-access-justice/>

### Platform Fatigue

*Internet Article*

#### **Dave, Bim. Why law firms must act now to address platform fatigue.**

2023 Nov Legal Management

"Accounting software. Practice management systems. Email. Zoom. Slack. Teams. As technology continues to evolve, the legal industry has seen significant advancements in software and platforms aimed at streamlining processes, enhancing collaboration and improving overall efficiency. From case management systems to virtual meeting tools, the number of software tools attorneys and staff use every day has mushroomed in the past several years."

<https://www.alanet.org/legal-management/2023/november-december/departments/why-law-firms-must-act-now-to-address-platform-fatigue>

### Terminology

*Internet Articles*

#### **Koch, Alicia. Understanding tech buzzwords: like edge computing.**

2023 Nov 1 AJS

"Edge computing is generally used to collect, filter, process and analyse data "in-place" and in real-time at or as close to the data centre as possible. It's a way to use, process and analyse data that doesn't have to be shared to a centralised location – like the cloud – first. The key differential with edge computing is the fact that data is analysed in real time."

<https://ajs.co.za/2023/11/01/understanding-tech-buzzwords-like-edge-computing/>

#### **Koch, Alicia. Understanding tech buzzwords: like hyper-automation.**

2023 Nov 9 AJS

"On the face of it, it seems that hyper-automation isn't just about products or services. It is a holistic approach to automation requiring support from the wider business team, including IT infrastructure, to design approaches to processes and decision making."

<https://ajs.co.za/2023/11/09/understanding-tech-buzzwords-like-hyper-automation/>

#### **Koch, Alicia. Understanding tech buzzwords: like MACH architecture.**

2023 Nov 16 AJS

"The key takeaway from the above boils down to this – within a MACH Architecture system each component is pluggable, scalable, replaceable, and can be continuously improved upon. Four key components that make MACH Architecture so desirable."

<https://ajs.co.za/2023/11/16/understanding-tech-buzzwords-like-mach-architecture/>

#### **Koch, Alicia. Understanding tech buzzwords: like quantum computing.**

2023 Nov 22 AJS

"According to New Scientist – "Quantum computers are machines that use the properties of quantum physics to store data and perform computations. This can be extremely advantageous for certain tasks where they could vastly outperform even our best supercomputers". Put slightly differently, understanding quantum computers comes with understanding how they work. And understanding how they work comes with understanding ones and zeros."

<https://ajs.co.za/2023/11/22/understanding-tech-buzzwords-like-quantum-computing/>

#### **Koch, Alicia. Understanding tech buzzwords: like Web3.**





2023 Nov 29 AJS

“In theory, Web3 provides what appears (at least initially) like a more “democratic” way of creating and establishing information. And the intention here is to give users more control over the web and how their personal data is used – which under the EU’s General Data Protection Regulation (GDPR) and South Africa’s Protection of Personal Information Act 4 of 2013 (POPIA) is something that should be taken seriously.”

<https://ajs.co.za/2023/11/29/understanding-tech-buzzwords-like-web3/>

[Back to Contents](#)

## TRENDS FOR 2024

*Internet Article*

### **Sergazina, Amina. What’s on deck in 2024 for Legal.**

2023 Nov Legal Management

“Conversations on mental health, artificial intelligence and progressive recruitment will continue to be top of mind for the legal industry in the new year.”

<https://www.alanet.org/legal-management/2023/november-december/features/what-s-on-deck-in-2024-for-legal>

[Back to Contents](#)

## TRAINING

*Conference Paper*

**Firsov, Yury; Vasilieva, Oxana & Kalugina, Olga. Improving gamification technology in corporate training in the legal industry.** – In: In: Bylieva, D., Nordmann, A. (eds) *The World of Games: Technologies for Experimenting, Thinking, Learning*. PCSF 2023. Lecture Notes in Networks and Systems, vol 830. Springer, Cham.

“The main research issue is finding out some tools to improve game-based strategies in corporate training of lawyers. The study reveals that the process of using games in corporate training has no methodological basis. The authors propose three levels that should be included in methodological approach in corporate training of lawyers: corporate training, training at different levels of organization, individual training. The authors developed recommendations which can be used by different national and international organizations in order to improve the process of training law students and lawyers through gamification. The article proposes a scheme that can form the basis for the process of organizing corporate training with game-based elements in the legal industry. The stages of corporate training of lawyers with game-based elements include objective setting stage, corporate training methodology stage and result stage. An employee’s learning path in corporate training is built considering asymptotic value and deviations. The main requirements for conducting corporate training include: time spent on training, efficiency, an optimal set of game tools. Within the framework of the template, it is proposed to use the method of multi-objective optimization to select effective gaming methods. The authors proposed to organize a cumulative part training, which should consist of several levels and be carried out as a *Corporation of Skilled workers*. The game *Lawyer of the legal management of an organization* was given as an example to implement proposed methodology. The findings can be adjusted into a law firm strategy development to increase labor productivity, improve staff, identify new areas for improving the legal business, develop an organization’s competitiveness strategy.”

Purchase options: [https://doi.org/10.1007/978-3-031-48020-1\\_20](https://doi.org/10.1007/978-3-031-48020-1_20)

*Internet Articles*

### **An employability expert’s top tips for training contract applications and interviews.**

2023 Nov 8 Legal Cheek

“ULaw careers consultant Candy Kobrak on how to work out your practice interests and write convincingly.”

<https://www.legalcheek.com/lc-careers-posts/an-employability-experts-top-tips-for-training-contract-applications-and-interviews/>

### **‘Don’t underestimate open-mindedness when it comes to securing a training contract’.**

2023 Nov 2 Legal Cheek

“ULaw Campus Dean Matthew Tomlinson offers his insights into the Leeds legal market and the differences between global and regional law firms.”

<https://www.legalcheek.com/lc-careers-posts/dont-underestimate-open-mindedness-when-it-comes-to-securing-a-training-contract/>

### **Sharma, Divyansh. Applying for training contracts? Be sure to bring your ‘genuine self’ to interviews.**

2023 Nov 20 Legal Cheek



“DWF’s Paul Maddock reflects on his career and how the profession is becoming more inclusive.”  
<https://www.legalcheek.com/lc-careers-posts/applying-for-training-contracts-be-sure-to-bring-your-genuine-self-to-interviews/>

[Back to Contents](#)

## WELLBEING



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### Internet Articles

#### **Half of legal workers feel pressure to take on additional hours to ‘meet job demands’.**

2023 Nov 21 Legal Cheek

“Half of legal workers feel pressured to work overtime to meet job expectations, new research has found — and many of those who clock up these additional hours are doing so without any extra pay.”

<https://www.legalcheek.com/2023/11/half-of-legal-workers-feel-pressure-to-take-on-additional-hours-to-meet-job-demands/>

#### **Krop, Jon. 30-Second stressbusters for legal professionals.**

2023 Nov Legal Management

“Cognitive Reframing: From anxiety to excitement - Vagus breathing: Calming the body and mind - Questioning thoughts: “Am I sure that’s true?”

<https://www.alanet.org/legal-management/2023/november-december/departments/30-second-stressbusters-for-legal-professionals>

#### **Stockwell, J.E. “Buddy”. Suicide in the legal profession.**

2023 Nov 1 Tennessee Bar Association

“Suicides continue to devastate our legal profession here in Tennessee. As one would both compassionately expect and solemnly respect, most cases are not publicized, and the most intimate facts and circumstances of suicide deaths often remain untold. We continue to suffer these losses nonetheless, and each occurrence devastates families, friends, peers and the profession.”

<https://www.tba.org/?pg=Articles&blAction=showEntry&blogEntry=98633>

#### **Vlemincx, Eve. Rethinking returning to the office.**

2023 Nov 14 Legal Business World

“Bringing people back to the office is not simply a matter of obligation or incentives; it is about understanding the existing barriers and addressing them with thoughtful and flexible solutions. By creating a workplace that is intentional about building a healthy culture and distinguishes tasks suited for in-person collaboration, organizations can foster a sense that will genuinely entice employees to return willingly. A healthy work culture, built with intention, is the cornerstone of a successful transition back to the office.”

<https://www.legalbusinessworld.com/post/rethinking-returning-to-the-office>

#### **Wannabe lawyers sleep deprived, research finds – but not as much as business students.**

2023 Nov 20 Legal Cheek



“Law students, on the other hand, came in as the third most sleep deprived of the eight subject areas studied, with an average week of just over 55 hours. Outworking the lazy lawyers came those on social science and business and management courses, clocking just under and over 57 hours respectively.”

<https://www.legalcheek.com/2023/11/aspiring-lawyers-are-sleep-deprived-new-research-finds-but-not-as-much-as-business-students/>

[Back to Contents](#)

## WOMEN IN LAW

### *Internet Articles*

#### **Croft, Lauren. How much progress have we made in promoting female leadership in law?**

2023 Nov 15 Lawyers Weekly

“In 2023, the need for women to advance within the legal industry resonates more than ever, underscoring the critical need for gender equity in law. Women progressing through the ranks not only signify a modern workplace but also bring diverse perspectives that enrich the profession.”

<https://www.lawyersweekly.com.au/biglaw/38499-how-much-progress-have-we-made-in-promoting-female-leadership-in-law>

#### **Santhebennur, Malavika. How to attract more women into legal tech.**

2023 Nov 20 Lawyers Weekly

“Clio’s general manager APAC, Denise Farmer, said that one of the major barriers to attracting more women into legal tech is an assumption that it is all about coding and mathematics.”

<https://www.lawyersweekly.com.au/biglaw/38513-how-to-attract-more-women-into-legal-tech>

#### **Santhebennur, Malavika. ‘Women have led the way’ on innovation in law, says CEO.**

2023 Nov 17 Lawyers Weekly

“Karen Finch, the CEO of online legal marketplace Legally Yours, said women have always been incentivised to establish innovative start-ups in law because they tend to need greater flexibility and adaptability that traditional firms might not offer.”

[https://www.lawyersweekly.com.au/newLaw/38508-women-have-led-the-way-on-innovation-in-law-says-ceo](https://www.lawyersweekly.com.au/newlaw/38508-women-have-led-the-way-on-innovation-in-law-says-ceo)

### *Journal Articles*

#### **Cele, Nokukhanya. The New African Woman.**

2023 36(2) Advocate p48

“As history tends to always repeat itself, we see today in the legal profession what I have identified to be the rise of “The New African Woman”, this being a group of women that abandon the assigned roles of supporting characters in the legal profession and take their place in the forefront of South African law.”

<https://gcbsa.co.za/law-journals/2023/august/48-49.%20The%20New%20African%20Woman.pdf>

#### **Rabkin, Franny. Cissie Gool, the advocate.**

2023 36(2) Advocate p39

“Gool is a well-known figure in the history of South Africa’s liberation struggle. Less widely known is that she is also the first black woman to be admitted as an advocate in South Africa. Gool was called to the Bar at the age of 65, a grandmother of five. By the time of her admission, she had already had a long and rich political life.”

<https://gcbsa.co.za/law-journals/2023/august/39-40.%20Cissie%20Gool%2C%20the%20advocate.pdf>

#### **Rabkin, Franny and Meiring, Jean. A battle finally won: How women became lawyers in South Africa.**

2023 36(2) Advocate p26

<https://gcbsa.co.za/law-journals/2023/august/26-38.%20How%20women%20became%20lawyers.pdf>

#### **Tabata, Cingashe and Nyembe, Nomonde. *Thina abalandelayo*: We, the generations who followed.**

2023 36(2) Advocate p44

“It is, by now, folklore. In March 1923, The Women Legal Practitioners Act of 1923 was assented to by the governor-general of the Union of South Africa. Its sole purpose was to enable women to be admitted as legal practitioners in any province of the Union. That it is barely half a page belies the socio-legal contestations and deferred dreams that preceded its commencement on 10 April 1923.”

<https://gcbsa.co.za/law-journals/2023/august/44-47.%20Thina%20Abalandelayo.pdf>

#### **Zikalala, Lerato and Ntloko, Yanela S. Kgomotso Moroka SC: Representivity, longevity and the burden of being first.**

2023 36(2) Advocate p41



“As the first Black woman to be conferred silk status, Kgomotso Moroka (Mme Moroka to some) represents something that continues to remain elusive for women at the bar today – longevity. In her just-over 40 years in the legal profession, she has served in almost all its layers: as an interpreter, prosecutor, practising attorney, magistrate, member of the Bar and acting judge.”

<https://gcbsa.co.za/law-journals/2023/august/41-43.%20Kgomotso%20Moroka%20SC.pdf>

[Back to Contents](#)

## WORKING PARENTS

*Internet Article*

**Santhebennur, Malavika. How working parents can beat guilt in law.**

2023 Nov 16 Lawyers Weekly

“Amanda Kerdel – who is family law finance provider JustFund’s director of partnership development – recalled that when she was pregnant with her first child, she used to work in private practice as a family lawyer.”

<https://www.lawyersweekly.com.au/sme-law/38507-how-working-parents-can-beat-guilt-in-law>

[Back to Contents](#)

## WORK-LIFE BALANCE

*Internet Articles*

**Mannion, Sarah. Practicing & motherhood – What has changed, what hasn’t and what needs to.**

2023 Nov 30 American Bar Association

“My laptop is open with a draft pleading that is due, a pile of laundry is waiting to be folded, a toddler is refusing to eat anything other than ramen noodles for dinner, and my 7-year-old is complaining of a stuffy nose and, oh wait, she actually does have a fever.”

[https://www.americanbar.org/groups/law\\_practice/resources/law-practice-today/2023-november/practicing-and-motherhood-what-has-changed-what-hasnt-and-what-needs-to/](https://www.americanbar.org/groups/law_practice/resources/law-practice-today/2023-november/practicing-and-motherhood-what-has-changed-what-hasnt-and-what-needs-to/)

**Musgrave, Emma. The benefits of creating a family-friendly legal workplace.**

2023 Nov 23 Lawyers Weekly

“The motivation to establish her firm stemmed from her observations of the profession, where the conventional nine-to-five business model often left working parents with little flexibility.”

<https://www.lawyersweekly.com.au/sme-law/38554-the-benefits-of-creating-a-family-friendly-legal-workplace>

[Back to Contents](#)

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