THE LEGAL TECHNOLOGIST

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No Code

Jackson Liu, Global Head of Innovation at Neota Logic discusses the blank canvas dilemma

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Career Story

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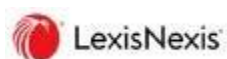- ✓ Powerful document life cycle management automation

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No Code and the Blank Canvas Dilemma
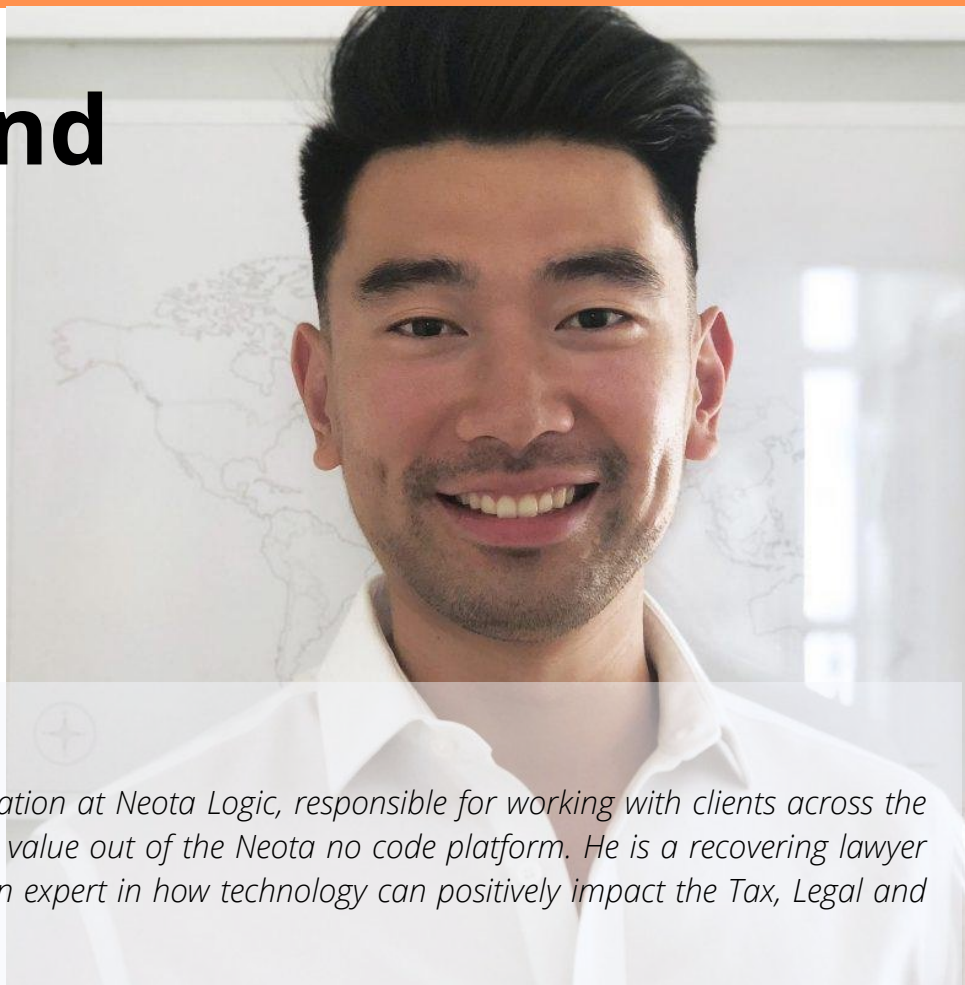
Jackson Liu is Global Head of Innovation at Neota Logic, responsible for working with clients across the globe to create solutions and derive value out of the Neota no code platform. He is a recovering lawyer and management consultant and an expert in how technology can positively impact the Tax, Legal and Compliance sectors.

No-code and the law

When I entered the world of legal technology six years ago, the concept of no-code was relatively unknown in the legal industry . Tech buzzwords back then centred mostly on 'AI' and its many forms. Time has certainly changed. I like to say that legal technology has evolved into a more practical form and that the rise of no-code platforms was inevitable.

As far as names go, it doesn't get more self-explanatory! No-code platforms allow non-technical (i.e. non programming) business users to build and deploy digital solutions without the direct involvement of IT. The fundamental advantage of no-code platforms for the legal industry is accessibility. These tools are designed to be used by *anyone* and without a steep learning curve. In an industry where time is of the essence (both in terms of expenditure and revenue), it's no surprise

no-code platforms have found a home in law.

The Blank Canvas Dilemma

No-code platforms face what I call the blank canvas dilemma. This is the Catch-22 that while everyone wants the tools to be creators, no one wants to start developing from the ground up – no matter how good or easy the actual technology is to use. Some tools attempt to address this using pre-built templates. Microsoft PowerPoint, for example, offers templates which it describes as 'a pattern or blueprint of a slide [which] can contain layouts, theme colors, fonts, effects styles and even content.' The building industry has something similar in the form of modular construction techniques. This prefabricated construction methodology sources pre-built components (made offsite) which are then transported to the construction site to be assembled. In essence, it's a lean technique

applied to the construction industry!

No-code platforms are no different. In order for everyone to make software, it needs to be easy to make software. The Association of Corporate Counsel (ACC) this year posed the following question to its members who are planning to adopt new technologies in their corporate legal departments: 'Specifically, what legal technology are you looking to invest more in the next 2 months?' The five most frequent responses were specific workflow solutions (e.g. contract management). If the majority of consumers know what they want, why not make their development journey as simple but customizable as possible?

Enter the concept of Templates and Building Blocks:

- Templates are pre-built, runnable digital solutions which, although are preconfigured by the no-code vendor, allow each minute detail (logic, functionality, content) to be configured by the customer to suit their own needs.

- Building Blocks are fully built, functionality-specific components which through simple no-code 'plug-and-play' can be connected to any solution built on the same platform. In legal terms, this could mean functionality like integration with DocuSign or iManage, digital negotiation, clause libraries and approval workflow routes.

An example in practice

Let's look at an example of this method through the Neota Logic lens. Neota (the company I work for) recently released a Master Service Agreement (MSA) template that can be customized either with the Neota no-code platform or with any number of our existing Building Blocks. The template automates the end-to-end creation, negotiation, execution and management of MSAs and associated Schedules.

If you were building such a complex solution from scratch, it would be a very daunting task no matter how good the no-code platform is to use. But here, you have a starting point: a purpose-built MSA solution that not only has negotiation and digital signature workflows built in, but also has document storage and search functionality to allow a user to locate and manage previously executed MSAs.

Want to create an additional review workflow or additional signatories? Simply add a new Pool / Lane and connect in an additional DocuSign Building Block. Want to amend the way the MSA and Schedules are negotiated? Easy — the default feature is an 'Open Negotiation' Building Block – a digital redlining tool. However, if you want to use, say, a issue table or even take the entire negotiation process offline, all you would need to do is replace the negotiation Building Block with another. Each task (or process as represented by the rectangular nodes) can also be substituted. An obvious place to start would be to swap the default MSA and Schedule documents for your own.

No-code has indeed come a long way from the early years of Lotus and Excel. What is already a popular toolset in most other industries and business verticals could become the perfect tech companion for the law!

Jackson Liu
Global Head of Innovation
Neota Logic
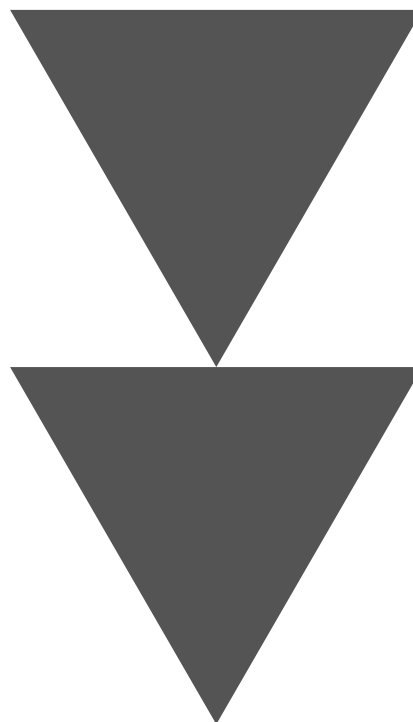
Client Facing Technology as a Priority

Ieuan is co-founder and CEO of Validient, a commercial client onboarding and engagement system that provides an end-to-end client experience. He brings a fresh perspective to the legal sector by advocating client's needs as the core of the entire industry and is on a mission to transform their experiences.

I have spoken to countless people who have used law firms for many different reasons and each of them highlighted one thing that was lacking; technology. This article explores technology in the legal industry by looking at the driving forces behind it, with a focus on client-facing processes such as client onboarding and engagement.

Importance of technology in the legal industry

The legal industry is witnessing an era of transformation with manual processes being replaced with automated solutions. The fundamental shifts across the industry have been driven following the major disruption caused by new technologies and decision-maker mindsets, yet many law firms have lagged in their rate of adoption. Advancements have already been seen in the industry with automation tools for contracts and the use of AI, but more investment is needed in technologies that can be deployed to

automate manual, laborious, and repetitive tasks. The sooner that technology can be utilised to eliminate these inefficiencies, the better for both firms and clients.

37% of time in the professional services industry is spent on mundane and repetitive tasks that could be performed by automated systems. It is also estimated that 23% of a lawyer's time could be automated, allowing the lawyer to concentrate on more pressing matters.

As mentioned, many law firms have been slow in their rate of adoption, but things are changing thanks to three key drivers in the industry: client expectations, the need for cloud-based solutions, and maintaining compliant processes in a virtual world.

Clients expect more and better technology

With tech advancements moving at breakneck speed in our everyday lives, clients expect law firms to offer the same level of digitisation. Following advancements of technology in other industries such as banking, clients are now demanding the same experiences in the legal industry. One example is a smooth, fast, and easy onboarding experience. With 55% of clients predicted to review their legal providers, the need for competitive advantage and technology is critical.

The need for cloud-based solutions

The COVID-19 pandemic has proved a challenge for all industries but has also been a driving force of tech adoption in the legal industry. With virtual and remote work becoming more common, there is a need for firms to access data easily and remotely. Additionally, an increase in international work for firms has also pushed the industry to a cloud based model that can facilitate multinational transactions and communication.

Virtual compliance

Due to the increase in remote work, the industry has had to adapt its compliance procedures to deal with the shift. A great example of this is customer due diligence. There is a need for systems that can not only automate manual processes, but also help reduce the risk of regulatory non-compliance by ensuring adherence to best practices.

It's obvious to see that things have started to change in the industry, but what I have noticed is that not as much client-facing technology has been adopted as should have been. To maximise the impact technology has, firms must start putting their clients at the core of their vision by introducing technologies that transform their experiences. We will now look at why it is important to prioritise your clients' experiences using technology for onboarding and engagement specifically.

Client Facing Technology

Onboarding and engagement are essential processes in all law firms. Yet 1 in 4 law firms have missed out on major deals due to poor onboarding processes. It's not just law firms that are feeling the pain: 56% of clients claimed that their onboarding experience fell below their expectations and would consider this a factor when looking for legal advice in future. Onboarding is just one of the client-facing processes law firms perform throughout a legal matter. Throughout the matter, a lawyer will be regularly communicating with their client. Often, these interactions end up in email tennis and lost interactions. Clients often feel like they have been left in the dark with regards to progress and updates. Having technology that can keep your client engaged is equally as important as providing a great onboarding experience.

The Benefits of Automated Onboarding and Engagement Solutions

The benefits of having onboarding and engagement solutions for law firms are extensive, but some of the main ones that can help law firms deliver the client experiences that they want to be known for include:

- Faster and easier execution of Know Your Client (KYC) and Anti-Money Laundering (AML) processes
- Reducing costs that can't be passed on to the client
- Gaining a competitive advantage in the market by providing exceptional client experience
- Reducing the risk of human error

The Future

The future of the legal industry is exciting. Just looking at the landscape of legal tech companies that are being built shows the scope of opportunity to improve firm efficiencies and client experiences. For law firms to truly excel and compete in the future, a technological shift is essential. Tech transformation is no longer a choice, but a matter of survival.

Ieuan Leigh
CEO
Validient

The Numbers Don't Lie

How to make a financial case for a Document Automation Implementation

By Ondrej Materna, CEO of Legito

Buying software for your organization is never easy, and often involves months of work, buy-in from multiple stakeholders and/or whole business teams, and then a likely period of implementation. And this is the "easy" part.

The hard part is mathematical, stating with confidence that "we need to buy this." And then being able to say "This was a success because…"

So what is a business analyst, project manager, and/or knowledge manager to do when looking to buy new or upgrade existing document assembly/contract lifecycle management (CLM) software? You know you need it, and your direct management may have even asked you to find suitable vendors, but how can you put that on

"paper" in a way that makes sense to the business overall?

Here are a few easy steps to get you started:

Step 0.1
First things first

The first question of any business expense is "Do we need this in the first place?" For the purposes of these calculations - presume you do. Most commonly this is because it's been decided that your business DOES need this expense - either by those above you in the org chart, because you personally have become frustrated with applying the same changes to multiple documents, your IT team can't make the changes fast enough in your existing - homegrown - document automation/management system, you find yourself drafting the same, repetitive documents (e.g. a scope of work, and employment agreement, etc.) over and over, etc. What matters is that there is an assumption that this purchase will help the business factored into the calculation.

Step 1
What to automate?

Where would this automation tool be used - e.g. what document would we end up automating?
For that, I've made a handy document automation matrix.

To establish some ground-rules at the outset of these calculations, there are documents that don't really apply in this matrix. For example, I would exclude documents like legal pleadings because they tend to fall outside of the matrix because they are too specific to each matter.

DOCUMENT AUTOMATION ROI MATRIX*:

Long document Used often Many options	Long document Used occasionally Average number of options	Long document Used rarely Few options
Mid-size document Used often Many options	Mid-size document Used occasionally Average number of options	Mid-size document Used rarely Few options
Short document Used often Many options	Short document Used occasionally Average number of options	Short document Used rarely Few options

very fast – fast – average – slow

*Developed using Legito user experience survey results

Applying the matrix above: a long document that's used often and has many options for changes might be something like a commercial real-estate lease agreement. Locations, time terms, values, certain provisions regarding the property itself, clauses related to building out the location for the lessor's particular use, etc. all require optional text on top of an automated form of the general terms of the lease.

For a professional services firm, a scope of work, or an audit report could be a good example, or a law firm's settlement agreement. Conversely, a great example of a short, rarely used document might be a client-specific memo regarding a very specific project which is not in the firm's main line of business. The middle ground - between great candidates and pretty good candidates - will depend on your individual documents - e.g. size/frequency/complexity will vary by company, so give it some honest thought rather than skipping quickly through this step.

Now that we've discussed the broad strokes of what a document might be worth automating, let's take a deeper dive into specific attributes:

For the table above, here's how I've defined each attribute:
- Long documents (or bundle of documents) = more than 10 pages
- Mid-size documents (or bundle of documents) = between 4 and 10 pages
- Short documents (or bundle of documents) = less than 4 pages
- Used often = document is drafted at least 100x per year
- Used occasionally = document is drafted between 20x and 100x per year

- Used rarely = document is drafted less than 20x per year
- Many options = more than 40 options or places for automatically inserted data
- Average amount of options = 4–40 options or places for automatically inserted data
- Few options = less than 4 options or places for automatically inserted data

This is an aggressive simplification but enough to get you started. There and there are also additional factors that influence the viability of automating a document. These include translation (bilingual documents), mass generation (e.g. simultaneous notice of salary increase for 300 employees) or if your documents contain calculations (e.g. business offers or financial documents).

Step 2
The pick and shovel work starts

Now that you're armed with a rough idea of the types of documents where you'll be able to save time through document automation, it's time to do some digging. As with anything where you want to justify your expense, it makes sense to do a thorough search in this step. Really take a hard look, because this will help to make your calculations more accurate and more likely to stand up to scrutiny after the project is complete.

Using your idea of what documents might be good candidates from Step 1, take a look at several recently created examples (10-20) of the documents you intend to automate. Don't just take the first 20 documents and call it a day (unless you need to get the result tomorrow). Then look for changes that are repeatedly

made and where these places exist within a document. The volume of changes, and the amount of time these changed texts occur will help you determine both whether your documents are good candidates like you think they might be, and later how much time you can save. The "Compare" feature in Word is a good way to spot these changes quickly.

Of course, if you already know what documents you're going to need to automate, for example if you are looking to automate a specific set of documents by internal directive, you're frustrated by a specific set of documents in your day-to-day, or you have a set test sample, you can skip this step.

Step 2.1 (Optional)
Determine Un-automated drafting time

For those with no document automation solution at all, or for those looking for a set of data that identifies the value of an automation tool in the first place, it may be useful to identify the time spent on document drafting without automation. A great place to start is something like client billing records - where you might be able to determine that - for example, you know a large lease agreement takes 10 hours in drafting and review because that's the time it took the associate to do it. Multiply that by the number of times the document is used per year and the end figure should give you a rough estimate of the time cost to complete the specific document.

Note, for the purposes of this process, I'm considering the original time cost to draft the clauses in the "original" or "base" version of the document that is most frequently modified to produce a final copy as a sunk cost - and do not include it in the calculation process.

Step 3
Fire up the Calculator

With that starting point, let's get to the investment costs of document automation tools:

Each automation starts with the creation of a template, which is then edited. As this is a new part of the automation implementation project, it's not a sunk cost, so let's put it into the calculation (results based on Legito customer research):

Document Complexity Document Size↓	Simple	Medium	High
Small (1-3 pages)	1 hr	1,5 hr	2 hr
Average (4-10 pages)	1,5 hr	2,5 hr	3,5 hr
Large (11-30 pages)	2,5 hr	4 hr	8 hr
Super Large (over 30 pages)	5 hr	8 hr	16 hr

- Document Lifecycle Management: Time spent developing automated Workflows and defining the proper User permissions and User Groups.
- Environment: Time spent preparing the Workspace (i.e., Branding, Footers, Categories, Document Groupings, etc.)
- On-Premise (if applicable, i.e, not using a cloud based solution): Time spent installing the solution and preparing it for use (e.g., servers, integrations, etc.)

Because Time = money, you will also want to apply a consistent billable time to each hour spent. If you're a law firm, and you know who will do the automation, this is usually a fairly simple calculation. Outside of law, you might need to know salary information, which is usually confidential, so apply a reasonable, but most importantly - consistent figure for each side of the equation.

Next, add the following costs:
– Software licence fees
– Outsourcing costs if automation is not performed in-house
–Time spent training your employees (if done right, this can be a minor investment).
Adding this up on a per document and overall basis (for the 10-20 document sample) gives you a base cost.

Step 4
Let's look at some returns

Now that you have a good base cost, let's start to look at returns.

Your return on investment (ROI) for document automation can mean reduced:

- Time (and costs) spent drafting documents
- Time spent on document administration (management)
- Time spent reviewing documents
- Risk of unauthorized changes in documents
- Risk of human error in documents
- Additionally, document automation also helps keep institutional knowledge easily accessible, making it easier to onboard new employees

How much faster are documents drafted?

The best way to calculate these results is to research how much time it currently takes to draft different documents from various categories and multiply that number by the number of times it is drafted per year.

For the purposes of your calculation, I suggest applying a 70% savings figure for time spent drafting documents. This is a fairly conservative estimate from my experience, but when projecting a change between existing time cost and expected savings from automation - a conservative estimate is better for several reasons - most to do with painting as "reasonable" a picture as possible for the business. And an accurate savings projection may be simply too complicated to develop at this stage.

While it's not completely automation alone, you might want to think about adding savings from CLM features and eSignature features, or increased revenue from expanded capacity or more lines of business, less risk, or increased employee retention.

Does it actually matter?

ROI calculations aren't just an academic calculation that you keep around "just in case." Large companies commonly deploy calculations of this nature to identify successful projects - as well as failures. Consider PwC - one of the largest professional services firms in the world. In a recent Legito webinar, **PwC discussed some striking returns on investment from implementing document automation solutions** in several of their largest offices, worldwide.

The double bonus -
For those with very tight deadlines, or who just need a way to get a sense of what the concept looks like, you can always try the quick calculator we created at Legito.

Conclusion

Making a detailed business justification for expenses like purchasing a new document automation solution, and then demonstrating the success of the tool once implemented can be a daunting task and one that you shouldn't take on lightly. But doing a reasonable level of ground work prior to starting to do calculations can help you both to make the case for purchasing the system at the beginning. This will make the secondary set of calculations easy - identifying how much you should be able to save, and the final set of calculations (how much did you actually save) and being able to estimate with reasonable and conservative certainty how much time you should be able to save through automation.

Ondrej Materna
CEO
Legito

Danish Corporate Data Ethics

By Gabriele Recke

Gabriele Recke is a Danish data protection and data privacy professional specialising in the Scandinavian SME segment. Starting from a background in law, she has developed frameworks in the emerging legaltech fields of data ethics and data ownership in a Danish context.

The Data Economy

Data has become a commodity, and the data economy is expanding across and beyond the borders of the EU. The immense importance of data as a key to commercial success is highlighted in recent EU analyses:

As part of the European Strategy for Data, the EU sought the opinions of 806 selected SMEs, business associations, academics research institutes. A convincing 97.2% of the respondents stated that the EU needs an overarching data strategy to enable the digital transformation of society. Besides the data strategy, there is also increasing interest in the human being behind the "data subject". This is reflected in the EU Commission's European Data Strategy: Making the EU a role model for a society empowered by data (2020), the intention of which is to give users "tools and skills to stay in full control of their data".

Examples of industrial and commercial data use

Jet engines filled with **thousands of sensors** collect and transmit data back to ensure **efficient operation**.

Wind farms use industrial data to **reduce visual impact and optimise wind power**.

Real-time traffic avoidance navigation can save up to **730 million hours.** This represents up to **€20 billion** in labour costs.

Real-time notification of delayed trains can save **27 million working hours.** This amounts to **€740 million** in labour costs.

Better allocation of resources to fight malaria could save up to **€5 billion in healthcare costs globally**.
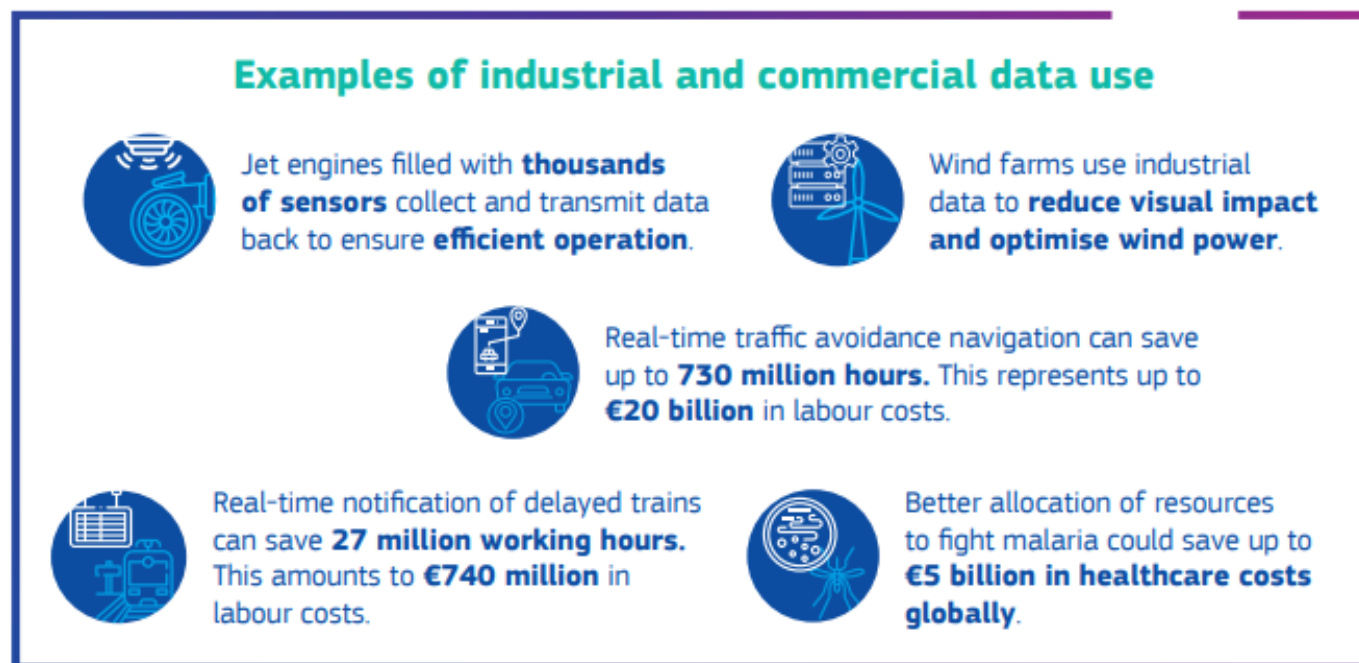
Figure 1, from The European Data Strategy. Shaping Europe's digital future 2020

The role of corporate data culture

However, the pressure of the fast-moving data economy calls for regulation and cultivation beyond mere EU and national legislation. Enterprises in their capacity of data controllers must be actively involved. Cultivating an ethical corporate data culture may prove to be the most efficient way of developing sustainable data strategies, embracing the economic change brought by data, and handling data consumption in a market that transcends borders and transforms rapidly.

Unfortunately, the operative concept "data ethics" is obscured by its lack of clear delineation, its slight semantic ambiguity, and obviously the vast network of connotations stemming from the fact that its context is not yet fully settled. In other words, there are severe difficulties in distinguishing the term "data ethics" from the realms of classical compliance thinking and strict legal requirements. The up-side to data ethics lacking an overarching definition is that each company has a chance to develop a data ethics strategy of its own, which may also serve as a branding strategy and

Projected figures 2025

530%
increase of global data volume
From 33 zettabytes in 2018 to 175 zettabytes

€829 billion
value of data economy in the EU27
From €301 billion (2.4% of EU GDP) in 2018

10.9 million
data professionals in the EU27
From 5.7 million in 2018

65%
Percentage of EU population with basic digital skills
From 57% in 2018

Figure 2: European data economy 2018 with projected figures for 2025 (from the EU European Data Strategy)

Data Ethics Reporting – combining ethics and economy

Under the Danish Financial Statements Act, data ethics reporting is mandatory for all large Danish enterprises as part of their ordinary financial reporting obligations. Data ethics reporting is intended to present an ethical approach to technological advances and the moral implications laid down in the General Data Protection Regulation. Based on a "comply-or-explain" principle, the enterprise must either deliver a detailed report on its data ethics or explain why it has decided to not develop a set of data ethical guidelines and policies.

corporate identity. In other words, a company's data ethics could become part of its corporate identity and corporate culture rather than a mere operational compliance obligation.

Shaping a corporate data culture

In his distinction between Society (*Gesellschaft*) and Community (*Gemeinschaft*), the German philosopher Ferdinand Tönnies (1855-1936) operates a set of analytical tools that may be of use to enterprises working with data ethics cultures in 2021.

By "Society", Tönnies means the social sphere: the city, the state, the nation. Large settings, where human interactions are of a more random and distant nature and other individuals may prove to be a means to an end. "Community" is the term used to encapsulate the close ties of the village, the family and the tribe, where everyone is interrelated and social bonds are transparent.

Community is non-hierarchical, inclusive and founded on a network of mutual relations. Society contains an inherent conflict arising from the fact that the distance between people and the lack of relations make them perceive each other as functionalities and means to an end. In Community, people have obligations and commit and relate to other people. In Society, people have expectations of themselves and others and interact with other people accordingly.

In Society-based data cultures, the pragmatic needs of the organization are at the centre of attention, and less attention is given to the data subject who becomes a mere requirement and functionality. In organizations characterized by a Community-type data culture, the data culture is based on the notion of coinciding intentions and interests. The rights of the data subject are perceived as part of the service measures of the organization and their protection exceeds the bare legal requirements. The data subject assumes the identity of a partner and a co-creator of data ethics innovation.

In Society-based data cultures there is little focus on trust. In community cultures there is mutual trust as a prerequisite of action and interaction. A Community-culture establishes the data subject as a human being and partner, mutual trust is created, and innovation advantages can be identified. As the organization is viewed under the lens of regulatory and policy compliance, processes and ways of working are scrutinized.

Conclusion

Establishing data ethics as a reporting requirement will force Danish enterprises to develop a sustainable data culture — not just as a nice to have but as a business imperative. Regulation and legislation form the legal basis of data protection and compliance across industries, but adequate data ethics in enterprises will shape a culture in which the right way of handling personal data is adapted across the value chain. Continuous ethical data reflection will balance data protection and data economy and pave the way for a Community-related data culture that embraces the integrity of the human behind the data subject, all while developing a strong corporate data brand.

Gabriele Recke

Top Obstacle to Tech Adoption? "Death by Training"

By Brian Jones

Brian Jones is Senior Director of Customer Adoption at iManage, where he leads a team focused on the art and science of driving customer success.

Sometimes, there *is* such a thing as "too much of a good thing." That's certainly the case when it comes to training legal professionals on a technology: over-training these individuals can be just as detrimental as under-training them.

Hijack too much of a busy lawyer's time for a multi-hour training session and they'll tune out after the first 25 minutes and be irritated to boot. Additionally, the way a litigator works is different from how a contract lawyer works or how an IP lawyer works, so vast swathes of the training might not even be relevant to their daily workflows.

By delivering training in the right format, at the right time, and in the appropriate dose – including by communicating more and training less – firms can avoid the "death by training" that has long plagued tech initiatives within law firms.

Something for Everyone

A practical approach to ensuring successful technology adoption starts by recognising that no one learns the same way.

Some individuals – and this covers all age groups, from young interns to seasoned legal professionals – learn best by interacting with an actual human being and having an instructor walk them through a lesson. For others, this hands-on approach is totally contrary to their learning style: they'd much rather familiarise themselves with the technology on their own time and at their own pace.

Given this diverse array of learning styles, it's a bit of a headscratcher that organisations frequently take a "one size fits all" approach to training, deciding ahead of time what type of training will be offered to everybody in the organisation. Just as Henry Ford is rumored to have told Model T customers that they could have any colour car they wanted as long as it's black, most organisations offer individuals any style of training they want – as long as it's the one that the organisation has already predetermined they're going to offer.

A better idea is for organisations to present a wide selection of teaching and learning options: everything from one-on-one instruction, to in-depth e-learning courses, to a series of quick bite-size videos with tips and tricks on how to get the most out of the new technology. Having this variety of training modalities is also useful when accommodating legal professionals

with different levels of technological experience or varying comfort levels with a particular product.

For example, some users might have years of experience using a core piece of technology, like a document management system or practice management system, that has undergone a radical overhaul of its user experience, perhaps by becoming more like a consumer web app. For some users, this move will be slightly disorienting and require "unlearning" years of habits. Others will find the same experience readily intuitive and thus would benefit more from training on advanced features rather than the basics of how to navigate a new interface.

Communicate More, Train Less

This last point highlights the importance of delivering just the right amount of training. The goal of training should be to instill a baseline, minimum level of proficiency in their users. From there, users can seek out training that is most relevant to their job duties and workflows.

A good way of ensuring that users get the information that is useful and relevant to them is to communicate more and train less. What exactly does this mean? It means focusing less on official "training" where you have to drag someone away from their official workday for hours at a time, and instead focusing on communicating the capabilities of the new technology on a regular, ongoing basis.

Organisations can take a leaf out of the book of mobile phone vendors on this front. Nobody gets "trained" on how to use a smartphone, and yet everyone knows how to use one – even a brand new model – with a high degree of proficiency.

That's because the smartphone vendors are very good at communicating the latest and greatest features to the target audience ahead of time via commercials, email newsletters, and other channels that reach the end user on a regular basis. The result is that once the device is in the customer's hands, there's very little actual "training" that needs to take place. Customers already have the baseline knowledge they need to derive value from the technology.

Legal organisations can take a similar tack, using a small but steady stream of communications over an extended period of time to showcase the capabilities of the technology. Cumulatively, these communications will have the same effect as training.

Time for a Rethink

As the legal world increasingly embraces digital transformation and new technologies, particularly in the face of hybrid work models that are fast becoming the norm, effective training only becomes more important to the successful adoption of those technologies. This means that "death by training" is no longer merely an inconvenience or an unpleasant way to spend an afternoon, but an actual impediment to an organisation's ability to thrive in this new environment. All the more reason for a rethink in how best to deliver training.

Brian Jones
Senior Director of Customer Adoption
iManage

Interview with..

Jon Bartman, Head of Jameson Legal Tech

By Marc May, Managing Editor/Founder, The Legal Technologist

MM: Tell me a bit about Jameson Legal Tech

JB: Jameson Legal Tech (JLT) is the world's second legal tech marketing organisation, and the first outside the US. JLT is a division of Jameson Legal which is a leading international legal recruitment company with offices in Europe, The Middle East and Asia. JLT was established in response to listening to our law firm and in-house clients who were telling us about their frustrations in

sourcing new legal tech and the changing face of legal practice that was happening as a result of digital transformation trends which were supercharged during the pandemic.

MM: You're partnering with legal tech vendors – will you be looking to provide legal tech options to your client base?

We are building a consortium of best-in-class legal tech across a range of areas and aim to continuing building our roster as we move into 2022. We actively assist legal tech companies that we believe are the best out there to reach clients in markets all over the world. We have assembled a great team of legal tech expert consultants who work closely with our lead generation team to provide various solutions for our clients who comprise legal tech vendors and law firms and in-house teams. The work can be varied and law firms and in-house teams have also asked us to advise them on market trends and even to be part of a team working on acquisitions for a PE fund in the legal tech space. We see ourselves as a part of the legal ecosystem offering recruitment, sales, consultancy and other services to the market. We have even helped some of our clients to get significant funding through our investor connections.

MM: From your conversations with clients – are you seeing any trends in relation to the adoption of tech in law firms/in-house?

JB: Many larger law firms are developing their own solutions (for themselves and their clients) or beginning to invest significantly in legal tech. There is sometimes safety in numbers in going for the most well-known or well marketed legal tech brands rather than the most appropriate solutions. In-house teams can often be more sophisticated as their organisations may have been transforming digitally for a number of years and so legal tech solutions are just a part of that. There is a huge range of circumstances and opportunities but a key trend is that legal teams and firms are starting to consider legal tech and that's a good start!

MM: You are moving into the recruitment market for legal tech professionals – are you seeing growth in candidates/vacancies?

JB: Legal Tech recruitment is a natural progression for us with 25+ consultants currently working in the firm servicing the legal market. Legal tech roles are steadily increasing and we predict this will accelerate in the coming years. We are enjoying working with a growing range of clients including legal tech companies themselves. It's great for law students to have more opportunities to develop their careers. We are also keen to hear from recruiters or lawyers keen to pursue opportunities with Jameson Legal Tech either as recruiters or legal tech experts.

MM: What does the future lawyer look like to you?

JB: We envisage lawyers becoming more technologically capable in order to progress their careers. The lawyer of the future may have studied tech as part of their degree or in addition to it. Their skillset will require technical legal skills, strong business development capability, legal tech skills together with project management and leadership capabilities. It's a daunting prospect!

We would recommend lawyers considering courses such as the Legal Tech Innovation Course run by Forte Markets as a great way to get an understanding of legal tech on a global basis. Also reading The Legal Technologist will help lawyers keep abreast of new developments!

MM: What's next for Jameson Legal Tech?

JB: We will continue to research, evaluate and add new tech to our consortium, grow our channels to reach new clients, develop our consultancy capabilities, and further build out our legal tech recruitment capabilities. There's really so much potential out there, and we just want to be a part of it and to help lawyers as much as we can with the digital transformation taking place in the profession. Separately, Jeremy Small (CEO of Jameson Legal) and I were recently honoured to be appointed as UK Ambassadors To the European Legal Tech Association (ELTA) and we aim to work closely with the organisation as much as we can to spread the word about legal tech and advancements in the legal market.

Interview by Marc May, Managing Editor/Founder, The Legal Technologist

Career

Vicki Milner

Legal Applications Analyst at Osborne Clarke

What do you do now and what do you enjoy about it?

Hi, I'm Vicki, a Legal Applications Analyst at Osborne Clarke. At the moment, I mostly focus on the collaboration side of M365 Teams. In particular, we have replaced our traditional processes with M365's task management tool. I work closely with our fee-earners developing bespoke task management templates, which increase efficiency and transparency on matters. I also head up a consulting service where I listen to lawyers' pain points and offer them solutions accordingly. This allows time-poor lawyers to access bespoke advice at a time that suits them.

I look at other technologies too and a lot of my job involves developing technology business cases by evaluating whether it is worth the money spent, the time it takes lawyers to upskill and how efficient it is. I also consider whether it's always necessary to use technology as sometimes it doesn't save enough time to make it worthwhile.

I really like the freedom and flexibility I have now. It is up to me to take responsibility for my workload and bring new ideas to the table. I also like the problem solving aspects and being able to see the bigger picture. For example, I need to understand how a new piece of software integrates with the existing stack or whether the stakeholders will be on board if we introduce new technologies and what those barriers to adoption are.

How did you get to where you are now?

I trained with Burges Salmon and qualified as a solicitor in 2019. I went on to practice Corporate law at DAC Beachcroft for just over a year. I then saw that Osborne Clarke was recruiting a solicitor to leverage its legal tech offering internally and to support their lawyers in using the technology available. It's a fairly new team, with my counterpart, Fiona Boag, having joined around four years ago. I've been here less than a year and we're currently advertising for another Legal Applications Analyst and a legal secondee from

within Osborne Clarke to join our team, so we're definitely growing.

Whilst I took a fairly traditional route, I would say that it is not necessary to do so. There are law students who graduated and went to work for legal tech teams in law firms as well as paralegals and solicitors. In private practice, an understanding of how a law firm and lawyers operate is particularly helpful as I mostly work with other lawyers and need to understand their pain points and concerns.

What advice would you give to anyone pursuing a similar path?

Go for it! It's different to practising as a solicitor but it's been a brilliant change for me. It's challenging and requires a lot of thinking outside the box and problem solving. You can use your own experience to influence certain decisions and I personally have a lot of freedom to shape my role to respond to business needs. I have to be able to adapt and my role has already changed quite a lot since I started, which is really exciting. I rely quite heavily on my communication and persuasion skills as I need to be able to communicate well with different parts of the business and be able to translate tech speak. I often have to influence people and persuade them to see the benefits of adoption or help them adopt the technology. I have to think commercially as I need to understand what's best for the business from a technology point of view (and this won't be the same across all law firms). Change is incremental as well – I used to get a lot of satisfaction from completing deals and moving on to the next one, whereas now it is much more about slowly changing peoples' behaviours so that the business is more efficient.

There are a number of legal technology training contracts and vacation schemes in law firms at the moment with new ones being added all the time. Osborne Clarke offers a legal technology vacation scheme with the University of Bristol and a graduate programme that's open to everyone.

I think it's worth saying that this is a rapidly growing area as law firms realise they need to become more efficient to keep up with client demands, and it is evolving quickly which makes it a really exciting time to join. So if you're thinking about it, I'd definitely encourage you to take the plunge.

Vicki Milner
Legal Applications Analyst
Osborne Clarke

Interview

In this issue, Jeremy Small, CEO of Jameson Legal, interviews Barbara Koenen-Geerdink, Founder of Beyond Billable Hours, and Chris Combs, Co-Founder of Linksquares.

Barbara Koenen-Geerdink
Founder of Beyond Billable Hours (BBH)

JS: How would you describe BBH and what inspired you to create it?

BK: Beyond Billable Hours is an e-learning platform for the professional services sector. It is the place where lawyers, accountants, consultants and other professions in the industry can learn new soft skills in relation to business development and marketing (or essential skills as I like to call it). I feel that this platform is much needed as throughout my career I noticed that there is quite a big gap between what you learn at university and what is expected of you in the job. Lawyers for example, they went to law school and didn't learn much about the commercial side of the business; however law firms are commercial businesses and therefore these skills are much needed and training is obviously essential.

Last year I published my first book; Beyond Billable Hours, which is all about planning for a sustainable practice, from setting goals to understanding your market, the services you sell and how you get in front of your target audience. This wasn't the final goal for me, I wanted to do more and allow other experts who have a lot of knowledge to share to do the same. And as things turned digital, online learning at your own pace and time, is the way forward.

JS: What makes BBH unique?

BK: There are lots of online learning platforms available on the market so in that sense, this is not unique; however what makes the BBH platform truly unique is that it is tailored to professional services which means that all workshops that we host on the

platform have examples of real situations and scenarios within the industry so that it is easier to relate to the content. Also, our instructors are top-notch and true experts with years of experience in their specialist areas. They are not your generalist "can do it all business development and marketing people", no, in fact they have all specialised in niche areas that will really help lawyers, consultants, accounts to improve their soft skills. Our instructors come from different parts of the world, giving learners a global learning experience, with different insights and views.

JS: Can law firms and lawyers get CPD points from the courses on BBH?

BK: We are working on the accreditation of all workshops so yes this should be available soon in the UK, the US and the UAE.

JS: What is your ultimate ambition for BBH?

BK: To me, and this applies to almost everything in life, it is about quality rather than quantity and I therefore find it hugely important to ensure the platform is a high quality platform. Although I look to expand the number of workshops on the platform to ensure there is something to learn for everyone, I will ensure that we have the best of the best instructors and the most useful content delivered at the highest quality. I want this platform to be the best and biggest e-learning platform in the professional services sector. We will soon also launch live sessions on the platform and 1:1 mentoring/coaching sessions will be made available in 2022.

JS: Apart from founding and building BBH, you also work as BD and Marketing Director at Al Tamimi (the largest regional law firm in the Middle East), and have recently written a successful book, as well as being a mother to two small children, how do you manage all of this!?

There is a very famous tagline by a very famous brand: Just do it! You can have big dreams, amazing ideas but all that matters at the end of the day is the action. You just have to do it. It also is a matter of "mind over matter". Don't think about the side effects too much, of course I'm tired, exhausted even, and I also want to keep up with my fitness as I find the balance very important and I believe my brain can achieve so much more if my body is strong, and that also takes time and some sacrifices but again, you just have to do it.

Of course it requires a lot of planning and perseverance, and yes there are a lot of obstacles on the way and it is not always an easy journey, but if anything, it only makes you stronger. The journey so far has been very enjoyable because I love what I do. I love my family, my job, my business, and the journey taught me so much. Not only about how to setup a business, how to be a mum, how to be a good employee but it taught me a lot about myself and that we as human beings are capable of so much. I believe that many people don't even use 20% of their full ability. My motto in life is to ensure I have used at least 80% of my full ability and I feel I'm definitely not quite there yet.

JS: What challenges do you see in the adoption and growth of BBH?

BK: Online learning is still relatively new and not for everyone. Not everyone enjoys to continue to look at their screen and prefer in room training sessions over virtual ones. Also not all content will be relevant to everyone. We try to ensure that there is something to learn for everyone but not everyone will see the benefit of it. And that is fine. We really want to ensure that those who are looking to upskill, to build a sustainable practice will find what they are looking for and will see a clear benefit in investing in training.

At the same time, the challenge is also to keep content relevant as the world moves forward. Marketing models change, the way we do business changes so we need to ensure our content is always fresh and relevant to our audience.

JS: Are lawyers reluctant to adopt legal tech?

BK: I don't think so, it is just that they are so busy with their day-to-day that there is hardly any time to focus on anything else, at least not if it is not a priority and I think that for many lawyers legal tech is not yet a priority. My platform is called Beyond Billable Hours for a reason, anything beyond the billable hour isn't really a priority, whether that is right or wrong doesn't really matter, it is just a fact. For those wanting to ensure that lawyers adopt legal tech, it is a matter of ensuring this is as important as the billable hour and you'll see adoption will spike for sure.

JS: How do you see legal tech changing the legal profession and the role of lawyers in the next 10 years?

BK: I think the role of lawyers will remain quite similar albeit that they have more tools available to be more organised and therefore more efficient. I would expect that legal fees would drop significantly in the next couple of years as I think a clear split between commoditised work and real advisory work will become more evident. The commoditised work could potentially (partly) be done by machine learning, the implementation of automated processes, which is nothing new but will, at least I think, become more the norm in the next couple of years. I don't think however the advisory work will ever be replaced by technology and quite frankly I don't think we should want that to change because the human interaction and the emotion in doing business is also very important and what defines the way we all work together and do business together.

JS: We are seeing a number of interesting and exciting legal tech companies emerging from the Middle East; Is this part of a broader emergence of tech start-ups in the region?

BK: Generally, legal tech and also other forms of technology like e-payments (fintech) are popping up like mushrooms in this region. The region is ready for this type of technology. I always see the UAE and the other GCC countries as a huge start-up and looking at

what they have built so far from small desert villages 50 years back to global economic hubs now, is really impressive. It is no surprise that technology here is being accelerated. The market is ready, entrepreneurs see the opportunities and doing business in the region and setting up here is relatively easy.

JS: If you have one piece of advice for lawyers what would it be?

BK: Building a business doesn't happen overnight, neither does building a practice. It takes time so I would advise everyone to start early. I understand that when you start as a lawyer, accountant or consultant, your main focus is improving your technical skills and meeting your billable hour target; however, at the same time you should really also prioritise business development. Start building relationships early on and slowly and steadily they will become very strong and you can benefit from it later. Plant the seed when you start your career so you can harvest when you need it.

Jeremy Small is Founder and CEO of Jameson Legal, and Co-Founder of Jameson Legal Tech. Contact <u>here</u>.

Chris Combs
Co-Founder of LinkSquares

In this issue, Jeremy Small, CEO of Jameson Legal, interviews Chris Combs, Co-Founder of Linksquares.

JS: What inspired you and your co-founder Vishal Sunak to create LinkSquares?

CC: We came up with the idea when we saw the challenges of tracking key business agreements first-hand during an M&A event at the previous company we worked for.

At the time, they had thousands of enterprise customers, all with unique and negotiated contracts. We all knew what prices everyone was paying, and on what schedule, but we hadn't been tracking any other variations on the "standard contract" across our customer base, and it presented a major challenge to figure out what obligations and risks were negotiated in each contract. In particular, we wanted to know if we could move our customers off Amazon Web Services to a different storage solution and, if so, who was

entitled to what kind of notice and accommodation for that process. That wasn't tracked anywhere in an organized way. With the tight timeframe to deliver the answer to this project, and the lack of tools that were available to do this type of analysis, the only real option we had was to read every agreement one at a time, manually. It was every bit as painful as it sounds.

The experience highlighted the issues companies run into when tracking their historical contracts and agreements. We figured out that most organizations don't know what is in their executed agreements and this was a big business problem with legal and finance teams.

JS: What makes LinkSquares unique amongst rival AI driven CLM solutions?

CC: While we started out focused on the analytics and reporting of historical business agreements, we've since expanded and developed a full Contract Lifecycle Management platform.

What makes us unique is our focus on using specialized AI and machine learning across the platform to provide insights, speed and better collaboration, to make every aspect of contract management faster and more efficient.

Even more, this technology is built in-house from scratch by our data science team. We didn't copy some open source or academic solution and then jury-rig it to do legal work. We purpose-built our AI to do exactly the kind of legal analysis our customers need, making it the most reliable, secure, and scalable platform on the market.

JS: Is LinkSquares the fastest growing legal tech company in the world?

CC: If you look at the most recent Inc 500 list announced last month, we are the highest ranked contract management company on the list, in terms of year-over-year growth. Additionally, if you look at the customer satisfaction ratings for contract management on G2, we are also the highest-rated in terms of customer satisfaction as well. Those two lists in combination tell the full story of why we are the growth leader in the hottest market in legal tech today.

JS: What is your ultimate ambition for LinkSquares?

CC: Simple, to help companies save hundreds of hours and thousands of dollars every year by eliminating manual contract processes. Our goal is to continue to build a strong independent business as the growth leader for AI-powered contract management and continue to delight thousands of customers across the globe in the process.

JS: Is it difficult for a successful US legal tech company to grow outside of the US?

CC: With the adoption of CLM platforms by legal departments at an all-time high, there are abundant growth opportunities to be had for the players in the space. What differentiates the best companies is their

focus on delivering an amazing product and service to their customers. So to answer the question, while it may be possible to expand in that way, it doesn't automatically make it the right thing to do. We pursue expansion when it makes sense and when we can maintain our high level of service, performance, and customer satisfaction.

JS: What are the key challenges that the legal tech industry faces today and how will these challenges be overcome?

CC: One of the biggest challenges we see is the adoption of cloud technology. Legal professionals have been told since the first year of law school that security is paramount, because security is how you maintain privacy and privilege. And for a long time, the industry told these professionals, for mostly self-serving reasons, that security was only possible with on-premise servers. As a result, many legal teams lack experience evaluating and buying new cloud-based products. The truth is, most firms do not have the IT resources to provide the security that a cloud provider can offer. In fact, many legal tech companies are transitioning away from on-premise solutions and are embracing the cloud. What you have is large law firms with large IT teams that are being paid a lot of money to run those internal servers and host them. As you can imagine, they're not really that eager to completely give that strategy up. That's going to be the long tail of the adoption cycle, but there's no question that cloud-hosted technology is the future and that it is, in fact, more secure because the security is centralized and held to the highest standards.

JS: Are lawyers reluctant to adopt technology?

CC: No, not really. I think they have been offered sub-par technology solutions for a long time and after a few failed implementations you become skeptical that the challenges of their department can be solved by software. Take contract management, for example. This is a product that has been around for 20 or even 30 years. Why are we seeing adoption at a higher rate than ever before? Because combined with the opportunity AI technology is enabling, products like LinkSquares are actually delivering on the promise of automating tedious tasks and saving them time.

JS: How do you see legal tech changing the legal profession and the role of lawyers in the next 10 years?

CC: I see it enabling them to automate many of the tasks in their day to day work and focus on higher level opportunities in the business and becoming a legal department that adds value to the whole business. Many legal teams are seen as a tactical part of the business, operating a lot like antivirus software does for your network. It's a necessary defense, but the best you can hope for is that Legal doesn't slow you down too much. With technology like LinkSquares automating a lot of the rote legal work, your legal team can become a strategic asset. So instead of just antivirus, now Legal is playing the role of business intelligence and analytics, helping you make better decisions and grow your business.

JS: You lived in London for a while, what were your favourite and least favourite things about living there?

CC: Living in London for a year was a special and very formative time of my life. It was my first time away from home for an extended period and it showed me that I could "make it" in a big city. My favorite part was getting to go to Premier League soccer games in person for the first time. Also,
 the accessibility to other cities across Europe via train was great as well. My least favorite part was having to leave!

Jeremy Small is Founder and CEO of Jameson Legal, and Co-Founder of Jameson Legal Tech. Contact <u>here</u>.

Future of Legal Education

This issue contains two articles from those furthering education of legal tech/innovation. The first is an article about the BPP legal hackathon which took place during the summer (with support from law firms Trowers & Hamlins and Mills & Reeve), and the second is an interview with Amy Conroy about Law School 2.0.
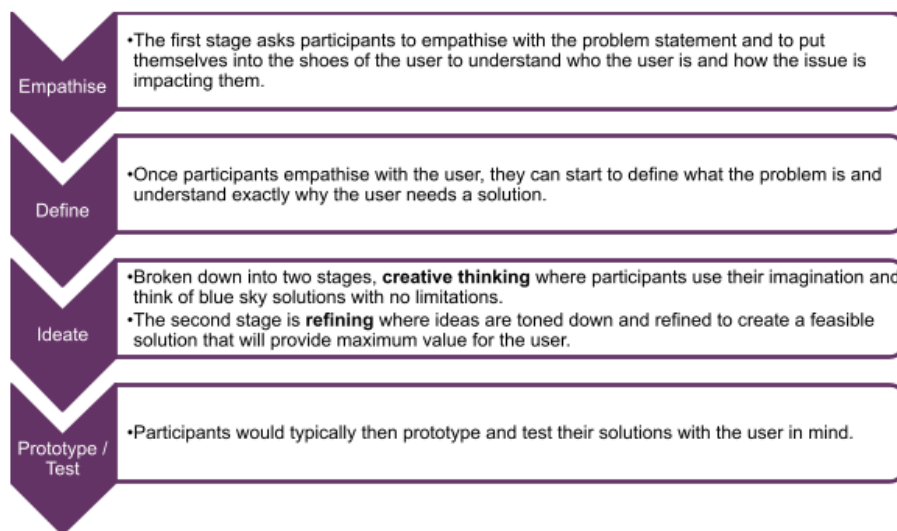
Legal Hackathon

During the summer, BPP University Law School hosted a legal hackathon for LPC and GDL students, working in collaboration with the Mills & Reeve innovation team, and lawyers and innovators from Trowers and Hamlins.

What is a legal hackathon?

The concept of a legal hackathon is an 'invention marathon' where you typically work in teams over a number of hours or days to solve a problem together encouraging collaboration, ideation and practice in process design. Design thinking is recommended to 'hack' solutions and includes various cognitive, strategic and practical processes to help design and develop end results.

Empathise	• The first stage asks participants to empathise with the problem statement and to put themselves into the shoes of the user to understand who the user is and how the issue is impacting them.
Define	• Once participants empathise with the user, they can start to define what the problem is and understand exactly why the user needs a solution.
Ideate	• Broken down into two stages, **creative thinking** where participants use their imagination and think of blue sky solutions with no limitations. • The second stage is **refining** where ideas are toned down and refined to create a feasible solution that will provide maximum value for the user.
Prototype / Test	• Participants would typically then prototype and test their solutions with the user in mind.

"We started by discussing 'bigger ideas' like AI and VR as well as low-tech ideas such as project management and policy restructuring. Slowly we began thinking about the brief and limiting our ideas bit-by-bit to bring it into scope. After we settled on an idea, we began to search for proven implementations in other industries and researched the cost."

Why host a legal hackathon virtually in the midst of a pandemic?

Well…because they are fun! Regardless of being virtual, it provided an opportunity for students to think outside the box while meeting new people who bring fresh perspective and new ideas to the table. Hackathons also help develop futureproof skills, tools and techniques that the students can use to tackle issues in future interviews and training contracts. By designing solutions to real-life challenges, the participants gained an invaluable introduction to process design which will help them for years to come and enhance their understanding of a commercial legal environment.

"It was a long, fun day. I met lots of new people, was exposed to new ways of thinking and improved my 'people skills' cooperating with others. I even came out of the event with a better understanding of my own ability to innovate; I hadn't thought of myself as very 'forward-thinking' beforehand. I would like to participate again if possible!"

Feedback from a participant

The pandemic has both alienated and enabled students. Any work experience or contact with potential future employers has likely been virtual for the past 18 months, meaning they have not fully experienced the culture and feel of a commercial legal environment. However, this is not always limiting to students as they now have something in common with lawyers across all levels of a business; they understand the difficulties and possibilities that come with working, learning and socialising virtually.

The problem statement used during the hackathon focused on how to encourage collaborative and innovative blended working in a post pandemic world. This issue is incredibly topical and relevant to not only law firms but all office based sectors and learning environments as we navigate this new buzzword of "blended working". At this stage in the pandemic, there doesn't appear to be a one size fits all golden solution to the issue of hybrid working, so why not ask the next generation of lawyers to 'hack' the solution for us? You never know, we could have the next Eric Yuan (founder of Zoom) on our hands just waiting for a hackathon environment to give us the next big thing in collaborative working!

The participants really embraced the process, working within their teams to think outside the box and ideate exciting and innovative solutions that explored AI, apps and social management platforms to name a few. The winning team's concept considered how holograms and virtual reality headsets could promote inclusivity and collaboration in a hybrid working environment.

Preparing a future generation of lawyers

Jodie Hosmer, legal process design lead at Mills & Reeve, has previously shared her insight on what the lawyer of the future will look like at law student events and says: "Lawyers need to be tech savvy and constantly innovating and evaluating what they do and how they do it, lawyers have to understand how technology can complement and add value to legal services delivery".

Hackathons prepare the future generation of lawyers to understand the importance of equipping themselves with additional skills such as legal technology and innovation, and design thinking, in addition to the traditional and expected occupational must-haves of legal knowledge and risk management. This will help them stand out in a competitive legal marketplace by offering the all-important strategic partnership that clients now expect of their legal service providers.

"I would recommend the Hackathon- it's a chance to experience a completely different collaborative way of thinking that will most likely prove an essential tool in any tech-savvy trainee's skillset. It's also an opportunity to get valuable feedback and insight from industry professionals into the nature of innovation in the legal sector."

Christopher Grosset (recipient of standout award during the hackathon)

Emma Jackson, client innovation manager for Mills & Reeve says she was impressed with how focused the students were and that she looks forward to the next BPP hackathon!

Article written by

Grace Macwilliam (Innovation Engagement Advisor - Mills & Reeve)**, Jodie Hosmer** (Legal Process Design Lead - Mills & Reeve)**, Emma Jackson** (Client Innovation Manager - Mills & Reeve)

Law School 2.0

Our Global Editor Rebecca Baker interviews Amy Conroy, Legal Engineer at Avvoka and Founder of OpenTenancy.

RB: Tell me about your journey into the Legal Technology world. What sparked your interest in Legal Tech and ultimately led to founding your first start-up, OpenTenancy?

AC: I currently work as a Legal Engineer at Avvoka, a document automation company, but my road to getting here has been an interesting one. There's no definitely no 'conventional' journey into the Legal Technology world, but I'd have to say from getting to know others in the Legal Tech space mine might be one of the more unique - starting with the fact that I'm not a former lawyer! I became interested in Legal Tech while writing my third year LLB dissertation on the regulation of AI. It was while researching for my dissertation that I first heard the term Legal Tech, and began to learn that there was a whole industry devoted to transforming legal practice - and that's when I felt for the first time that I'd found a career path for me.

What wasn't taught in university and what I struggled to understand was what the technologies did; while studying for my LLB I was still under the impression that technology could take over from a lawyer in the next few years. What frustrated me was I still struggled to understand how technologies such as AI actually worked. So, I enrolled in a MSc Computer Science conversion programme so that I could learn how to code and eventually learn how to develop them myself.

I started my Masters with no knowledge of coding, and quickly began learning programming languages such as C, Python, and Java. Eight months after learning how to code for the first time I started my Thesis project, for which I created a system called SUMO that automatically summarised UKHL case judgments using machine learning. For the first time, I felt as though I truly understood the real-world implications of technology developed for the legal domain.

Shortly before this the pandemic had started, and as a result of having a law degree a lot of my peers were coming to me with questions regarding their tenancies such as how to end them early. I looked around at the options available online for getting tenancy advice and realised that most of the options available are lengthy articles, and for most issues you'd have to bounce between ten different websites and decipher the legal jargon. While discussing with my now co-founder Ana Shmyglya, we realised that we had programming skills and I had a knowledge of land law, meaning that we were uniquely positioned to tackle the issue that we had seen.

What we created together was openTenancy, an open source access to justice website that provides tenancy advice in the form of an automated questionnaire. We made openTenancy open source because we wanted to put the law back in the hands of the people who use it, and to teach our contributors that they have the power to improve access to justice by giving up just five minutes of their time. The decision trees that form our questionnaires are all submitted by contributors meaning that openTenancy is truly shaped by the people who use it.

RB: How would you characterise how you built your Legal Tech expertise and established yourself in the wider market? What challenges did you face?

AC: I should caveat all of this with the fact that I'm still learning! I'm relatively new to the Legal Tech field, but the way that I've learnt is by throwing myself in head first. This applies to everything that I've now had the privilege to work on in the Legal Tech world, from openTenancy, to Avvoka and the research I'm doing with Bristol University on Natural Language Processing applied to legal texts.

For each of the things that I've worked on so far I've noticed where there was a gap, and started thinking about what I could do to fill it. That was one of the main drivers for openTenancy, we had noticed that there was an issue not actively being addressed by the market and that we had the skills to do so, so we figured why not go ahead and try.

One of the biggest challenges that comes with working on any project is overcoming imposter syndrome. This is really common across any industry, but the difference here is that the vast majority of people who work in Legal Tech are former lawyers. So of course there's a feeling of not necessarily having the experience or skill set to be in a position where you can be respected in the Legal Tech market, which is a massive challenge to work through.

What I've quickly learned though is that everyone in Legal Tech is learning as they go. Most people don't have a tech background but speak about technical problems everyday, so of course it can go the other way as well for learning about inefficiencies in the legal market. It's really useful to find someone that you look up to and reach out for their guidance to start to understand common problems. One of the biggest drivers for my own development has been being able to speak candidly with individuals who have experience that I don't and to learn from that. Just because you haven't lived the same experiences as every person facing an issue you're trying to address doesn't mean that you can't listen and emphasize with them.

RB: How much exposure to Legal Tech did you have in law school?

AC: Although I can't remember the content of every lecture I attended, I can confidently say that the term 'Legal Tech' was ever brought up during my studies excluding the research I did on my own accord. Studying a module on IT law and writing my dissertation on regulating Artificial Intelligence developed my interest in technology and how it intersects with the law, and while researching for my dissertation I actually came across articles on potential careers in Legal Tech. Prior to this I had no idea that career paths such as Legal Engineering existed, but now I can't imagine myself doing anything else.

RB: Is Legal Tech being increasingly included in the law school curriculum since then? Are students getting an education that will enable them to make the most of the tools out there?

AC: This is completely dependent on the university and how much students are willing to independently search for courses to develop their own Legal Tech skills. There are some LLM courses that focus specifically on Legal Tech, and some students are also lucky because their universities offer opportunities to take part in other extra curricular Legal Tech activities in their spare time. I

was actually invited back to my own university by the employability office to give a talk on Legal Tech careers, a careers session that wasn't put on when I was a student. However, for the most part, there is no standardisation across law degrees, in the UK at least, as to the inclusion of Legal Tech within the required teaching itself.

What this means is that many students still have a skewed perception of what Legal Tech actually is. I think most future lawyers think of Legal Tech as, in general, one vague type of technology that might put them out of a job, rather than different tools that can be implemented to assist them. These future lawyers may go into their legal career and face mundane tasks that could be improved with technology and they may not realise that there are numerous options out there for solutions that can be quickly put in place to aid them. As part of Law School 2.0, an organisation that I'm proud to be a co-founder of, we're hoping to break down these common misconceptions about Legal Tech and present a path that empowers students to innovate the legal profession, both inside or outside the firm.

RB: Why should future lawyers be offered structured learning about Legal Tech in law school / through Law School 2.0?

UK law students are typically presented with the traditional paths of being a solicitor or barrister when studying. While building Law School 2.0, myself and my co-founders Annabel Pemberton and Nathan Corr had a few conversations with current lawyers as well as law students, and one of the most common things that we were hearing was students had assumed that studying their law degree would prepare them for the day to day role of being a lawyer. Instead, it's filled with content such as specific case details that is often forgotten after they've finished their exams. There was a general frustration that studying for your LLB doesn't prepare you for practice and the business of law. This of course may differ in other jurisdictions outside of the UK, however we found that the sentiment surrounding Legal Tech education (or the lack thereof) carried across different countries.

Although Legal Tech might seem to be a skill that's acquired through 'learning by doing', this often doesn't happen; lawyers are typically swamped and don't know where to start when it comes to Legal Tech. We wanted the content being taught by Law School 2.0 to not focus on the specifics of available Legal Tech tools, which are

rapidly changing and will look much different once students start working as a lawyer, but rather to focus on what should your response be when you come across a problem that needs to be addressed. We wanted to answer questions such as "How do I frame a problem?", "How do I start a project?", "What is design thinking?", "What are stakeholders and who are they?", "How do I get people to use my solution?".

This project management mentality is not something that you can just pick up on the job, and we're hoping that by arming future lawyers with these skills they'll be able to address inefficiencies and continue to disrupt the legal industry and traditional legal practice. If students do decide to become lawyers, by learning about Legal Tech they gain the responsibility earlier in firms and can be influential in the innovation and efficiency of legal services. Legal Technology education empowers students to embrace new and lucrative opportunities. The legal industry has a large but unnecessary problem with high turnover and overwork. Leveraging Legal Technology prevents juniors leaving firms early due to burnout and low job satisfaction.

RB: What was Law School 2.0 designed to achieve? Give me some examples of how your curriculum and learning strategies differed from traditional models.

AC: The first event that we put on under the Law School 2.0 organisation was the week-long Legal Tech Vacation Scheme that took place in August. We decided not to focus on how to use different technologies, as there are already some courses out there that do this, but rather we split it into two different sections - the first three days were the Skills Workshops attended by nearly 300 law students, future lawyers, and current lawyers, and the next two days was a hackathon-style event called LegalTech48, attended by 50 randomly selected individuals.

The topics for the three skills workshops days were problem framing, solution creation, and solution adoption. The talks were given by speakers from Ashurst Advance Digital, Sparring, Avvoka, DWF, EasyJet, iManage, and more. What we aimed to do was demystify Legal Tech and, as the audience was primarily law students, teach them what lawyers actually do and what steps they can take in the future to tackle problems that they come across. We started by teaching attendees about the business of law and problem framing, before moving to solution creation on day two which included talks on

design thinking and failing until you succeed, before covering solution adoption on day three where attendees learned how to get your solution adopted as a legal tech provider and within a law firm.

50 attendees were able to put what they learned into practice with LegalTech48, where they were challenged with a question on how they can improve the adoption of openTenancy. Working in teams they had to pitch their solution to a judging panel who were looking for how well they had considered the content they had learnt earlier that week.

The reception from both the speakers and attendees following the event has been inspiring. The common thread has been that the participants have now understood what Legal Technology is, and feel confident implementing a project in their own future careers. A lot of students prior to the event thought that implementing Legal Tech was as simple as buying a tech tool, but now understand that it's about identifying a problem first before buying into a solution in the hopes of fixing a problem that might not be there.

We're excited to continue to educate the lawyers of tomorrow and provide them with the skills and confidence to disrupt the legal industry. We wanted our attendees to go into their future legal careers asking the question "Is there a better way to do this?", and we've now armed them with the skills they need to fix it when the answer to that question is yes.

RB: What benefits did your students / participants gain from Law School 2.0?

AC: To start with, our participants walked away with practical skills that will help them in their future careers. They learned how to frame a problem when they come across one, how to design a solution and to not be afraid of failing until you succeed, and how to drive adoption of their solution. Our participants have walked away with everything they need to be future change-makers as the next generation of lawyers and these are skills that will still be relevant in the years to come regardless of the actual tools that are available.

The first LegalTech Vacation Scheme has meant that we have started to break down common barriers and misconceptions surrounding the legal market itself. Prior to diving into how to address problems in their workplace, students were first taught about the business of law and what the lawyers actually do. This knowledge

has helped to conceptualise what Legal Tech can actually be used for, rather than being a mystical field that's coming for their job. We're hoping that the participants have walked away ready to challenge the status quo and leverage the benefits of the technology available to them.

Law School 2.0 has become a community where people aren't afraid to ask the most basic of questions so that they feel prepared to embark in a legal career. Lawyers are typically taught to be perfectionists and risk averse, however Law School 2.0 aimed to teach more flexible approaches and acceptance of principles such as the 80/20 rule and 'failing fast'. We're continuing to create a community that promotes knowledge sharing, similar to what we see in the software development world with open source collaboration. It's quite common in law school to feel completely isolated from your peers, and like you are the only one who is struggling to grasp certain concepts. When it comes to learning about the business of law and Legal Technology, we're hoping to completely change this mindset.

Finally, we want to patch a potential leak in talent. Some students may feel working as a lawyer is not the path for them, but would thrive in Legal Tech, whether in a startup, as a legal engineer or in creating their own venture. Another really rewarding piece of feedback is the amount of participants who have reached out to our speakers to ask them about their careers as they have begun to learn that there are other roles available for them.

RB: What impact do you hope Law School 2.0 will have on the wider legal educational market?

AC: Innovation in the legal industry is behind in comparison to the banking and consultancy sectors. However, we believe programs that encourage students to carve their own path, build solutions, and break down traditional approaches can be beneficial for careers that may hinder innovation and creativity through their own structures. In the same way that legal practice is often considered outdated, we'd argue that legal education is the same. We created Law School 2.0 to challenge and change mindsets around Legal Tech, but also empower future lawyers by giving them practical skills for the modern day lawyer. We're excited to continue to put on events and transform the future of legal education as we pave the way for a new generation of lawyers.

So far, the biggest achievement of Law School 2.0 has been the number of future and current lawyers who have said that they realise that change isn't as difficult as it seems, and that they now understand that in their own roles they have the power to bring about this change rather than it needing to be something that comes from the top. Everyone has the power to improve the way they work if they realise that there's a better way to do something, and the Law School 2.0 team is here to arm future lawyers with the skills they need to do so.

Interview by Rebecca Baker, Global Editor, The Legal Technologist

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