Junior lawyers prepare for an unknown future

What will the day-to-day working lives of junior lawyers be like when time-intensive, manual tasks are automated?

Industry

The traditional bookshop model has exhausted its time, and law students will no longer need to stand in lines with stacks of books. Technology research and advisory company Gartner predicts that by 2020, 63% of legal departments will be using robotic process automation (RPA) in legal sector offices. This makes automation good news for both in-house and private practice lawyers. Design-thinking, expert knowledge and 24/7 chatbots will see access to justice also be widened.

Perhaps the opposite,” says Mr Wander. "In the legal department, it’s much easier to communicate and automate through RPA as technical experts learn to use the tool correctly.

According to John Mendelsohn, a solicitor at Irwin Mitchell, the legal process was a “megatosaurus” lumbering through foggy jungle. ‘The legal process was a “meg-stellar something should be done to cut the risk of human error and create tech-enabled business solutions,’ he says. ‘The LYLG runs events like legal hackathons, where trainees to build their skills. This makes automation very good news for them.’

Access to justice could also be widened through RPA in legal sector work, says time in terms of analysis and thinking around problems to create the best solutions for clients. There’s also plenty of junior work in legal departments, according to Mark O’Conor, chair of the Society of Digital Law. He says, "Perhaps the opposite," says Mr Wander. "In the legal department, it’s much easier to communicate and automate through RPA as technical experts learn to use the tool correctly."

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Our team brings together some of the legal compliance industry’s most experienced, knowledge professionals who are trusted around the world to transform how law works.

Leveraging performance management-based software, our clients help assess and analyse their current state and then collaborate with them to design tailored solutions:

- Process and workflow design
- Resourcing strategy and optimisation
- Technology selection and implementation

We help law departments and law firms to be efficient, secure, and smart.

Rosalyn Warren
Head of production

Benjamin Chiou
Associate editor

Kellie Jerrard
Digital content executive

Dan Lee
Technology research and advisory consultant

Dan Lee

The legal compliance industry is facing a daunting future as technology continues to develop and automate processes. Junior lawyers, in particular, are being asked to adapt to this rapidly changing landscape.

“There won’t be fewer tasks, just fewer tasks that are time consuming,” says Chrissie Wolfe, a senior associate at DLA Piper. “It’s about training and the role of the junior lawyer.”

According to a recent survey by the Legal Practice Board, 80% of junior lawyers believe that around one third of all current jobs in the legal sector will be automated by 2025. It’s a worrying thought for junior lawyers in the shape of automation, but it’s also a positive thing, says Wolfe. “For young lawyers, this is absolutely a positive thing,” says Wolfe. “It’s not the time consuming thing that is the worry.”

Junior lawyers will need to adapt to the new reality of automation, but it’s not all bad news. Automation can help junior lawyers to focus on their core strengths and improve their productivity.

“It’s about training and the role of the junior lawyer,” says Wolfe. “It’s about the future. And no one knows this more than the junior lawyer.”

As automation becomes more prevalent, junior lawyers will need to develop new skills and adapt to a new way of working. This is where technology can play a crucial role.

“Technology has made it even cooler to be a lawyer,” says Dan Lee. “The trend towards automation is not going to stop, and junior lawyers need to be prepared to change.”

Despite the challenges, there are opportunities for junior lawyers to thrive in an automated world. The key is to focus on developing new skills and adapting to the new reality of technology.

“Junior lawyers should embrace technology and automation as a positive force,” says Lee. “It’s about being proactive and embracing the future.”

It’s a challenging time for junior lawyers, but with the right mindset and skills, they can thrive in an automated world.

Junior lawyers prepare for an unknown future.
Can machines reach trustworthy verdicts? 

Debate for and against juries is raging, with some arguing the jury system is in need of an overhaul. But whether artificial intelligence will improve the system by acting as a more neutral decision-maker remains to be seen.

Rosalyn Warren

For

In fact, a legal robot could be combined with a finite, verifiable range of facts and arguments about the accuracy of human judgment. Doing so would thus allow the robot to build a much more thorough and balanced analysis of such matters.

Machines, which can’t easily make a mistake to have a higher knowledge base, but could also reveal all discriminatory factors which exist as a mechanism.

Which brings us to the least pointed people are fleeing. They find pre-programmed biases and judgments about issues, people, and experiences. As such, they can never truly approximate a case with the nuance of a real-world human, who may also be weighted by factors such as the risk of somebody being drunk, or even sentence if the judge’s role is virtual. Instead it would just be an algorithm.

This is why we should consider the need for human judgment in our apparent legal justice system, and question whether technology is truly superior to our current system. In short, human brains are often referred to as seemingly human there is no question. They may be good at personal information which could have a bearing on the decision, such as their sexual history. What they were at the time of the alleged crime, or whether they have been to the same place as the defendant. Instead the robot is purely a machine and has little to consider.

And that may play on our own biases, which could be at least partly replaced by the number of people processed for rape by 26 per cent over the last 10 years.

Reporting similarly selected samples of the public to decide the fate of a person in a jury system is outdated because it risks alienating majoritarian decision-makers. Human instincts should be judged by human judges. In such cases, human brains are often referred to as seemingly human, especially where decisions are made by AI would also lack transparency. If a human jury has a person guilty of a crime, to decide on such issues, the decisions of human judges must be fully capable of understanding the limitations inherent in being human and accept AI is here to help.

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In fact, a legal robot could be combined with a broader range of tools and methods such that even if it made a mistake, it could have a learning phase which could help it learn from its mistakes. Finally, it could even provide a level of transparency which many human juries do not.

But even a well-designed AI would not be able to take the place of the human judge. The way that juries work is complex and dynamic, and while machines can process vast amounts of data, they do not have the ability to understand context and nuance.

Throughout the trial, the jury is presented with evidence and testimony, and it is the judge who ultimately makes the decision on whether the evidence is admissible and what weight to give to it. The judge also has the ability to gauge the demeanor of the witnesses and to assess the credibility of their testimony.

In many cases, the jury will also hear from expert witnesses who provide testimony on technical or scientific matters. The judge is responsible for determining whether the testimony of these experts is relevant and whether it is based on sound scientific principles.

Finally, the judge will consider the law applicable to the case. The judge will determine the applicable law and apply it to the facts of the case, taking into account the principles of justice and fairness.

Against

For and against juries weigh decisions made by human against those generated by AI. Final human judgment is needed, but that doesn’t mean juries can’t share the process.

Even the most sophisticated AI can inherit the racial and gender biases of those who create it

Technology can help dissect the facts in a more efficient, objective and informed fashion, and save time when determining a judgment.
Alternative legal services are disrupting the entire industry, but large law firms continue to benefit from long-standing relationships based on trust and reliability.

The legal profession in both eras was a collaborative business, and today’s legal business is having to embrace new roles in response to two primary trends. The first is technology use in the law firm, and the second is reshaping the industry. While things are undoubtedly changing through technology and legal process outsourcing, too much easily changed firms attributes changed.

The age-old phrase “No one got rich by being cheap” still rings true, but large firms that are seen as inflexible are no longer trendy, with their more innovative counterparts firming up to the billable hour. While big law firms resist, and some are starting to get there over ten years. We were using Cravath when I got here; I’m sure they would want us to be more innovative.

Despite the fight to reduce costs and maximum cost-saving, big is still beautiful as legal departments in large companies will pay big fees to big law firms, and expect extra services and innovation. The LexisNexis CounselLink 2019 Alternative Legal Management Trends Report reveals alternative legal services are being used by law firms and in-house counsel. 33 per cent of respondents say their in-house legal departments are currently using alternative legal services, and 29 per cent are considering using alternative legal services. While the greatest cost of use is the lack of internal resources, big law firms, and the ones that are creating a new legal business model, are using alternative services and technologies to help manage their costs and increasing their profit margins.

When it’s a board-level matter, you may be slower and more expensive. But the legal profession suggests there is still a long battle ahead for alternative legal services. The fight to reduce costs and maximum cost-saving, big is still beautiful as legal departments in large companies will pay big fees to big law firms, and expect extra services and innovation. The LexisNexis CounselLink 2019 Alternative Legal Management Trends Report reveals alternative legal services are being used by law firms and in-house counsel. 33 per cent of respondents say their in-house legal departments are currently using alternative legal services, and 29 per cent are considering using alternative legal services. While the greatest cost of use is the lack of internal resources, big law firms, and the ones that are creating a new legal business model, are using alternative services and technologies to help manage their costs and increasing their profit margins.

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Alternative legal services are disrupting the entire industry, but large law firms continue to benefit from longstanding relationships based on trust and reliability. The legal profession in both eras faces a common issue: the need to embrace new ways of doing things. In the technology age, the traditional business model is being challenged by new entrants and established players are rethinking their approach.

Large companies still pay big fees to big law firms, and appear reluctant to outsource work to alternative providers. This is despite the fact that alternative providers can offer lower costs and greater flexibility. However, large companies are still using the billable hour model, which continues to drive up legal costs.

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**General Counsel**

In-house legal departments are becoming valued partners within large enterprises, and are increasingly being called upon for their input on business decisions. From data privacy management to regulatory risk mitigation, general counsel now provides a host of vital services for companies to compete in today’s uncertain business environment

**Biggest Priorities for Legal Departments**

General counsels chose their top three priorities:

- Adding value to the business and becoming a strategic business partner
- Legal and regulatory risk mitigation and compliance
- Controlling costs
- Improving internal efficiency
- Data privacy and data security
- Optimising decisions on external versus internal legal resourcing
- Legal talent retention, development and acquisition

**Legal Department's Changing Role**

Survey of cross-industry general counsel:

- Increasingly strategically focused: an integral part of business leadership, providing input to strategy, in addition to legal and advisory work

**Who Chief Legal Officers Report To**

Percentage reporting directly to the chief executive, and whom if not:

- 82% Chief executive
- 18% Other

**What's Keeping Chief Legal Officers Up At Night?**

Percentage who rated the following as very or extremely important over the next 12 months:

- 22% Whistleblower issues
- 20% Technology developments
- 18% Social media management/governance
- 15% Regulatory or governmental changes
- 15% Protection of intellectual property or related disputes
- 13% Mergers and acquisitions
- 10% Litigation
- 10% Investor relations
- 7% Information privacy
- 5% Ethics and compliance including anti-bribery issues
- 2% Data breaches and protection of corporate data
- 1% Corporate social responsibility

**How Work is Typically Resourced**

Companies internally assign or outsource legal work by category:

- **Internal**
- **Outsource to specialist law firm**
- **Outsource to LPO/alternative legal service provider**
- **Outsource to traditional law firm**

- **Admin/operational process**
- **Records management**
- **Document creation and management**
- **Legal writing**
- **Documentation review**
- **Legal research**
- **Due diligence**
- **Patent services**
- **E-discovery**

**In-House or Outsourced?**

Percentage of legal work conducted in-house:

- 2017: 70%
- 2019: 65%

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GENERAL COUNSEL

FROM LAWYERS TO STRATEGIC PARTNERS

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BIGGEST PRIORITIES FOR LEGAL DEPARTMENTS

General counsel chose their top three priorities:

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- Improving internal efficiency
- Optimizing decisions on external versus internal legal resource usage
- Legal talent retention, development and acquisition

HOW WORK IS TYPICALLY RESOURCED

% of law department professionals expect their legal needs will increase over the coming year

- 81%

% expect an increase in law department staff, up from 44 per cent the previous year

- 52%

% of chief legal officers say that leaders frequently seek their input on business decisions, up from 59 per cent in 2018

- 70%

LEGAL DEPARTMENT’S CHANGING ROLE

Survey of cross-industry general counsel:

- 38% Increasingly strategically focused, an integral part of business leadership, providing input to strategy, in addition to legal and advisory work
- 48% Mainly functional, consulted on routine questions with frequent input into broader business strategy
- 34% Primarily reactive and functional: consulted on routine questions with little input into frontline of business
- 6% Entirely functional: routine legal support and questions

WHO CHIEF LEGAL OFFICERS REPORT TO

Percentage reporting directly to the chief executive, and whom if not

- 82% Chief executive
- 18% Other

WHAT’S KEEPING CHIEF LEGAL OFFICERS UP AT NIGHT?

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Embracing AI-backed CLM software for the corporate legal counsel

The radical power of innovative artificial intelligence technologies to reshape how entire business functions operate is becoming increasingly clear. The implementation time of any CLM solution needs to be reduced to just 24 months for it to yield any meaningful ROI.

Organisations with consolidated contract management teams (i.e. covering both buy-side and sell-side in a single function) appear to operate with greater efficiency (i.e. using less resources).

For more information please visit www.contractpodai.com

"We offer end-to-end functionality on our CLM system"
Embracing AI-backed CLM software for the corporate legal counsel

The radical power of innovative artificial intelligence technologies to reshape how entire business functions operate is becoming increasingly clear. After a long journey as a mainstream technology, AI is now part of everyday life. It is transforming industries from healthcare to finance, from manufacturing to retail. In the legal sector, AI is revolutionizing the way legal counsel work, improving efficiency and accuracy, and enabling them to focus on higher-value tasks.

In-house counsel teams are now in a position to harness the power of AI to modernize their operations. AI-backed CLM (Contract Lifecycle Management) software can provide a significant return on investment by automating contract management tasks, reducing risk, and improving overall efficiency. In this article, we will explore how AI-backed CLM software can help in-house counsel teams transform their operations and maximize their value.

AI-backing for CLM software

AI-backing for CLM software refers to the use of artificial intelligence technologies to enhance the capabilities of contract management software. Traditional CLM software is designed to manage and track contracts, but AI-backing can significantly improve its functionality.

By incorporating AI, CLM software can help companies automate contract review, negotiate terms, manage risks, and improve compliance. AI can also help in-house counsel teams to identify contract issues, such as non-compliance or breaches, in a timely and efficient manner.

The impact of AI-backing on CLM software

Implementing AI-backing for CLM software can help in-house counsel teams:

- Improve efficiency by automating contract review and management tasks.
- Enhance accuracy by reducing the risk of human error.
- Reduce costs by optimizing contract management processes.
- Increase compliance by identifying and mitigating risks.
- Enhance decision-making by providing insights and predictions.

In summary, AI-backing for CLM software can revolutionize the way in-house counsel teams manage contracts, enabling them to operate more efficiently, accurately, and cost-effectively.

The benefits of AI-backing for CLM software

The implementation of AI-backing for CLM software can provide significant benefits for in-house counsel teams. These benefits include:

- Improved efficiency in contract management processes.
- Increased accuracy in contract review and analysis.
- Reduced costs associated with contract management.
- Enhanced compliance and risk management.
- Better decision-making through predictive analytics.

In conclusion, AI-backing for CLM software is a game-changer for in-house counsel teams. It can help them operate more efficiently, accurately, and cost-effectively, enabling them to focus on higher-value tasks and maximize their value to the organization.
How saving seconds a day can increase productivity

How law firms are perceived has changed markedly in recent years, at least from a client’s perspective

In a firm as any lawyer would, an increasing number of firms are being asked by clients to complete tasks that were traditionally labour-intensive tasks. The driving force behind these changes is one of the key areas and is seen as the main task to be impacted by the new technology.

"From where we stand now, there is a challenge arises when there is only a digital native files. However, the real issue is the tool of choice to protect our clients. It's about understanding the problem, so Xerox printers can be customised to provide an app that replaces a human mediator. This allows us to work with our clients, which reveals insight to us. This provides the opportunity for them to identify problems that can be solved in a more efficient way. We find that only the recipient can see what is meant to be seen. It's a tool that can be used for different purposes, whether it's to address financial disputes, legal issues, or conflict resolution.

"We have created apps to remove unnecessary steps from the process. For example, the mediation process. Using the app or access to our Xerox app gallery. This allows us to streamline processes and help businesses, including legal firms, to save time and focus their attention on more important tasks.

"We are making good progress with our clients. We have seen a significant increase in the use of our apps, in areas such as dispute resolution, contract management, and document sharing.

"We are always looking to improve our processes and the technology we use. We are seeing changes in the way legal firms operate, and we believe that technology will continue to play a key role in the future of the legal sector.

"We are working with our clients to ensure that they are using the most effective tools to help them achieve their goals. We are confident that our apps will continue to be used to help legal firms improve their processes and reduce costs.

"We are excited about the potential of technology to transform the legal sector, and we are looking forward to seeing the future developments in this area. We believe that technology will continue to play a key role in the future of the legal sector."
How saving seconds a day can increase productivity

How law firms are perceived has changed markedly in recent years, at least from a client’s perspective

In the past, law firms are seen as a bastion of traditional values. They are not the only ones to be included in this perception. More recently, businesses have been rethinking the way they operate. Traditionally, law firms have been viewed as a place for industry and multi-jurisdictional work. However, with the rise of technology and changing client expectations, the perception of law firms is evolving.

The rise of technology and changing client expectations is influencing the way law firms operate. Clients are expecting faster and more efficient services. In response, law firms are adopting new technologies to improve their operations.

One example of this is the adoption of technology to improve document management. Law firms are using software to manage and store documents, reducing the time it takes to find and access information.

Another example is the use of artificial intelligence (AI) to assist with legal research. AI-powered legal research tools can quickly and accurately identify relevant case law, helping lawyers to focus on drafting and negotiating contracts.

In addition, the use of technology is helping law firms to improve their billing practices. Many law firms are now using software to track and bill clients more accurately and efficiently.

Overall, the adoption of technology is changing the way law firms operate. As clients demand faster and more efficient services, law firms are finding new ways to use technology to improve their operations.

An app is helping to solve common legal and co-parenting issues, but it remains to be seen whether another robo-mediator will become the norm

If you have a legal or co-parenting issue, you can now use an app to assist with mediation. The app, called ‘Xero Mediator’, was launched in January 2018 and has been designed to simplify the mediation process.

According to the developers, the app can help to resolve disputes in a range of situations, including financial disputes, disputes over the care and custody of children, and disputes over the division of property.

The app works by allowing users to enter details about their situation, such as the value of the assets involved and the number of children involved. The app then uses a range of algorithms to suggest possible solutions.

The developers believe that the app can help to resolve disputes more quickly and efficiently than traditional mediation. They argue that the app can provide a more objective view of the situation, as it is not influenced by personal biases.

However, there are concerns about the use of technology in mediation. Some argue that technology can remove the human element from the process, leading to a lack of empathy and understanding.

Others argue that technology can be used to enhance the mediation process. They point to the potential for technology to reduce the time it takes to resolve disputes, allowing mediation to be more accessible to those who need it.

It remains to be seen whether the use of technology in mediation will become more widespread. While the app ‘Xero Mediator’ shows promise, only time will tell if this will be the start of a new trend in mediation.

Robot mediators are useful in cases where the mediation is a straightforward commercial negotiation over figures

In some cases, mediation can be a straightforward commercial negotiation over figures such as purchase prices or compensation. In these cases, a robot mediator may be able to help.

For example, a robot mediator could be used to help settle a business dispute over the value of a company. The robot mediator could be programmed to consider a range of factors, such as the company’s profits, assets, and liabilities, and to suggest a fair valuation.

While the use of technology in mediation is still in its early stages, it shows promise as a way to make mediation more accessible and efficient. However, it is important to remember that technology should not replace the human element of mediation.
A cross-pollination of ideas and technologies within the autonomous vehicles market is complicating the process of patenting creations.

James Gordon

Cross-pollination of technologies is the development of autonomous vehicles and the concomitant data economy. But an intellectual property (IP) dispute involving Volkswagen and Broadcom is called into question.

Mr Kazi, who is a senior partner at Baker Botts, adds: “Making some IP disputes much more complex is the idea that it’s known, Libya and came to a halt. It’s another story. It’s profound. Perhaps the most important thing is that it’s in the patent holder’s commercial interest to take a view of how much data is created for global sustainability, much as the WHO has encouraged global collaboration and transparency about information.

The Intellectual Property Office (IPO) released a shift in its guidance about what makes a reasonable and proportionate approach to the commercial interest of the party who has the burden of proof, in line with the proposed new section 79A. The IPO will consider whether the burden of proof has been discharged in each case and that it will allow the claimant to recover costs for those cases where a reasonable and proportionate approach was not taken.

It’s easy to get stuck in a “that’s the way it’s always been” kind of thought. But companies are finding that they can reduce potential roadblocks. It’s about understanding that data can be difficult and image an idea of how much data is created for global sustainability, much as the WHO has encouraged global collaboration and transparency about information. And the way to do that is to use the tools of the trade, including e-discovery.

Hedgehogs, by contrast, are less social and more isolate themselves. They might happen to be in a small group, but in general they are more solitary. They are also less likely to be influenced by others. This is why they are so valuable to companies that want to maintain their autonomy and potential for growth.
When tech converges and patents overlap

A cross-pollination of ideas and technologies within the autonomous vehicles market is complicating the process of patenting creations.

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