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The State of AI and Legal

We take a closer look at the real world implications of AI and its use in the legal industry.

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ERYN CARTER, CAE
Executive Director
Association of Legal Administrators

> A recent Arctic Wolf and Above the Law report found that 39% of respondents had a cyber breach at their firm in the last year, underscoring the need to remain aware and prepared at all times.

The Importance of Being Prepared: How ALA Is Helping You Navigate Increasing Cyberthreats

As technology has become essential to our everyday lives, so too has the need to protect our information from bad actors. This is especially true at legal organizations, where confidential data and documents are handled every day. .

A recent Arctic Wolf and Above the Law report found that 39% of respondents had a cyber breach at their firm in the last year, underscoring the need to remain aware and prepared at all times. Phishing and ransomware attacks pose a particular threat, as they can be easily fallen for and have serious financial consequences.

The issue of cybersecurity hit home at ALA HQ earlier this summer, when staff members (and their relatives in some cases) received a text message reporting to be from me asking them to confirm that they received the message. Thankfully, everyone was immediately suspicious that I would be texting their personal phones in the middle of the workday and alerted our IT team, who quickly let staff know to ignore the text, mark it as spam and block the number.

We later discovered that the scammer was looking for people to buy Apple gift cards, under the guise of "staff recognition." Needless to say, asking staff to buy their own gift cards is not how we recognize employees at ALA. I am grateful that we were able to promptly identify this as a scam and warn the team before anyone put themselves at risk.

Although no one was harmed by this scam, it offered yet another reminder that bad actors are constantly looking for ways to target vulnerabilities at our organizations. Whether it's by pretending to be an association's Executive Director or by holding a

firm's valuable data for ransom, these attempts are growing increasingly complex and harder to identify. Industry experts also attest that the rapid advancement of artificial intelligence (AI) will only embolden attackers through deepfakes, AI-generated phishing emails and more.

ALA recognizes the considerable cyberthreat that legal organizations face — that's one of the reasons why we devote an annual issue of *Legal Management* to ensuring your organization has the knowledge it needs to stay ahead of technology trends and cyber risks. Our *Legal Management Talk* podcast recently released an episode on layering cybersecurity methods, in addition to past episodes on cyber insurance and how AI can be used in the legal industry.

We're also making technology and AI a focus of our 2025 Annual Conference & Expo in Nashville, where we'll devote a half-day preconference program on the many uses, benefits

and risks of AI and other technology in legal and what it means for legal administrators. This will be a great opportunity to hear from experts and your peers about the critical role legal administrators play in serving the interests of their organizations.

This Cybersecurity Awareness Month, we should take the opportunity to renew our focus on ensuring our organization's cyber defenses are robust and up to date. While one day may bring an easily identifiable gift card scam, the next may bring a much more sinister attack that cripples the organization for some time — unless we are prepared. I hope ALA can serve as an essential resource as we navigate the ever-evolving technology landscape and the threats that it presents.

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ERIC HOFFMASTER

Chief Operating Officer
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> "Without enough security… it's only a matter of time before your firm is breached and client data compromised."

A Comprehensive Guide to Layered Data Security for Law Firms

While we have long advocated for law firms taking a layered approach to their security, the increasing number and sophistication of attacks necessitate that legal professionals take a fresh look at their defenses and examine where additional security measures might be deployed. That requires understanding the overall concept of layered security and the aspects that need to be covered.

This article aims to demystify the layers involved in creating a robust data security posture and provide guidance on prioritizing security budgets for the coming year.

UNDERSTANDING LAYERED DATA SECURITY

Layered data security means implementing different security solutions and controls in different areas of the organization. This approach ensures that if one layer is compromised, others are still in place to prevent further infiltration. No single layer of security protection is sufficient, as attacks can be complex and target different areas or must breach multiple layers to be effective, so combining multiple layers with redundancies is required to have an effective cybersecurity posture.

This is particularly crucial for law firms due to the sensitive nature of the information they handle.

If no single layer is sufficient, how many are needed? Different companies have different areas of potential risk based on which technologies they use, how they use them and the distribution of their workforce.

Here are some key areas and common types of protection for each. An effective layered data security strategy combines one or more solutions in each of these areas.

1. Perimeter Security

» **Firewalls** act as the first line of defense, controlling incoming and outgoing network traffic based on predetermined security rules.

» **Intrusion detection and prevention systems (IDPS)** monitor network traffic for suspicious activity and can take automatic actions to thwart attacks.

2. Network Security

» **Virtual private networks (VPNs)** encrypt internet connections to ensure secure remote access for employees.

» **Network segmentation** divides the network into smaller, isolated segments to limit the spread of potential breaches.

3. Endpoint Security

» **Antivirus and anti-malware software** protects individual devices from malicious software.

» **Endpoint detection and response (EDR) and managed detection and response (MDR)** are an enhanced version of antivirus software that often uses behavioral-based detection, artificial intelligence and dynamic protection to provide continuous monitoring and response to advanced threats on endpoints.

4. Email Security

» **Email authentication** uses protocols like DMARC, DKIM and SPF to ensure inbound and outbound emails are validated and legitimate.

» **Phishing and spoofing protection** detects and prevents email phishing and spoofing threats before the emails reach the recipient.

» **Dangerous URL and file protection** identifies malicious links and files in emails and keeps users from accessing them.

» **Secure email delivery** allows for secure, encrypted emails with external parties to protect email content.

5. Data Security

» **Encryption** protects data at rest and in transit to ensure that even if data is intercepted or accessed without authorization, it cannot be read.

» **Data loss prevention (DLP)** keeps sensitive information from being shared or leaked outside the organization.

6. Identity and Access Management

» **Multifactor authentication (MFA)** adds an extra layer of security by requiring multiple forms of verification before granting access.

» **Privileged access management** identifies and manages user accounts that have elevated privileges and access to systems.

» **Role-based access control (RBAC)** restricts system access to authorized users based on their roles.

7. Physical Security

» **Access controls** include the use of keycards, biometric scanners and security personnel to control physical access to facilities and systems.

» **Environmental controls** can mean measures such as surveillance cameras, alarms and secure server rooms to protect hardware from physical threats.

8. Security Policies and Training

» **Security awareness training** educates employees on recognizing and responding to security threats.

» **Incident response plans** provide a detailed guide for responding to security breaches to minimize impact and ensure a swift recovery.

DEVELOPING YOUR LAYERED SECURITY STRATEGY

With so many different layers available for each area, where do you start?

First, you don't have to immediately implement a bunch of different security controls and solutions. Rushing to implement multiple security controls simultaneously means you may not be able to focus on the efficacy of each one, and implementing multiple controls that are ineffective may be just as bad as not implementing them at all.

Start by thinking through each area that is applicable to your business, then prioritize the areas that have the biggest impact or would create the most damage if there were a breach. Secure that area effectively, then move on to the next area on the priority list. Be methodical about choosing a solution, understanding the solution, customizing it as needed and implementing it — doing one thing at a time. Often with these security solutions there is end-user impact, and a successful rollout requires planning and end-user training and support.

When considering your security strategy, it is important to keep in mind the impact to your employees, their workflows and productivity. Security controls and solutions often impede productivity — that's the nature of the beast. For example, with an MFA system, you must enter your password and use another form of authentication like a code, key or biometrics. That inherently slows down the login process at the cost of ensuring that person is legitimate. It is easier to begin the security journey by implementing solutions with the least impact on users to ease the team into security changes.

As for cost, there is a balance between keeping your business secure and keeping it running. Focus on either of those too heavily and your business will suffer. Without enough security, however, it's only a matter of time before your firm is breached and client data compromised. The impact on a firm after such a breach can be catastrophic and may potentially cause its collapse.

In general, the most impactful areas and layers to prioritize are endpoint security, email security and multifactor authentication. These areas tend to be the most dangerous in terms of malicious activity, attack surface and impact to the business. A common approach might be to add endpoint protection first. Once that has been successfully deployed, move on to multifactor authentication, then email security. After both of those have been done, layer in data security, perimeter security and/or network security. Continue until each area is covered.

A layered approach to data security is essential for protecting law firms from the evolving landscape of cyberthreats. By understanding and implementing multiple layers of security, law firms can build a robust defense that safeguards sensitive information. Prioritizing the right areas in your security budget will help ensure that your firm is prepared to face any challenges that come its way.

LEARN MORE ABOUT SECURITY LAYERING WITH *LEGAL MANAGEMENT TALK*!

Eric Hoffmaster joined *Legal Management Talk* to go in-depth about what data security layering looks like and how to implement it at your organization. He also talks about what layers may be necessary to qualify for cyber insurance and how artificial intelligence (AI) is enhancing the risk of a cyber breach. Tune in today: *alanet.org/podcast*.

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> " Whether it's drafting a legal brief in Word, analyzing financial data in Excel, or managing your schedule in Outlook, Copilot can execute tasks, making it a powerful assistant for legal administrators. "

How to Make Your Tech Stack Soar with Microsoft Copilot

In the past few years, we've seen an explosion in the use of artificial intelligence (AI) technologies, with systems like ChatGPT and Gemini changing the way we work. These tools have impacted productivity and efficiency across industries, including law firms. However, ChatGPT is just an early chapter in the AI story, not the conclusion. On the horizon is a new generation of AI tools that promise even more profound changes. In the Microsoft ecosystem, one of the most anticipated tools is Microsoft Copilot.

For law firms, understanding how Microsoft Copilot works and how it fits into your day-to-day operations is crucial. This article explores what makes Copilot different from other AI tools, its potential applications in the legal industry, and why you need to start preparing for its arrival.

Microsoft Copilot offers something more sophisticated and tailored than ChatGPT. It's built on the same foundational algorithms as ChatGPT, but with a critical difference: Copilot integrates with your organization's proprietary data. This means that Copilot doesn't just pull information from public sources but also leverages your internal data — documents, emails, spreadsheets and more — to provide highly contextualized and relevant assistance.

Moreover, unlike traditional AI chatbots that primarily respond to queries, Copilot has the ability to perform actions within Microsoft applications. Whether it's drafting a legal brief in Word, analyzing financial data in Excel, or managing your schedule in Outlook, Copilot can execute tasks, making it a powerful assistant for legal administrators.

HOW DOES MICROSOFT COPILOT WORK?

Microsoft Copilot operates seamlessly across the Microsoft 365 ecosystem, integrating with applications like SharePoint, Word, Excel, Outlook and more. It acts as an intelligent assistant that can be accessed within these applications through a simple query. For instance, you might ask Copilot to draft a document based on specific criteria, analyze the

latest financial data related to a case, or even manage your calendar by scheduling meetings based on availability and priority.

One of the key features that sets Copilot apart is the Copilot Studio. This tool allows users to customize how Copilot interacts with their data and applications, tailoring it to meet the specific needs of your firm. For example, the Studio allows you to connect to whole data sources, like your document library, or you can upload individual items of information if that better fits your use case. You can also ask Copilot to take specific actions like drafting a brief or sending an email. The Studio also enables you to set constraints, ensuring that Copilot doesn't stray from accurate and relevant information. This is particularly important in law firms, where precision and accuracy are paramount. Some Copilot actions can be undertaken by users and some by administrators, while some of the more advanced features should be configured by IT professionals.

For the many law firms using Microsoft 365 and Microsoft products, understanding Copilot is as essential as knowing how to use Word or Excel. It's worth mentioning that Copilot operates with a high degree of security, because it works within the Microsoft ecosystem protected by Microsoft's extensive security protocols.

POTENTIAL USE CASES FOR LEGAL ADMINISTRATORS

While Microsoft Copilot is still in its early stages of adoption, there are several promising use cases that could be of great help in law firms. The use cases depend a lot on what information the AI is allowed to access, but here are some possibilities:

» **Document Management:** Law firms generate and handle an enormous quantity of documents. Copilot can assist in drafting documents, creating firm-specific templates, and even analyzing existing documents to provide summaries or identify key information. This could be particularly useful when drafting briefs in firm-approved format or preparing client reports.

» **Email and Communication:** Copilot can help manage email correspondence by drafting responses, organizing your inbox and prioritizing messages that require immediate attention. This means less time spent on routine communication tasks and more time focused on strategic activities.

» **Calendar Management:** Scheduling meetings, managing appointments and coordinating with multiple stakeholders can be a time-consuming task. Copilot

can streamline this process by automatically setting up meetings based on participants' availability, prioritizing tasks and sending reminders.

» **Financial Data Analysis:** Budgeting and cost estimating are critical tasks for legal administrators, especially in larger firms. Copilot can analyze financial data, create detailed reports and even provide insights into case-related expenses. This can help in making informed decisions and managing the firm's financial health more effectively.

» **Client and Case Management:** With access to client data, Copilot can track case progress, generate updates and even forecast potential outcomes based on historical data. This functionality could be invaluable in keeping both the legal team and clients informed and aligned.

EARLY ADVICE FOR LEGAL ADMINISTRATORS

As with many powerful tools developed by Microsoft, Copilot will require configuration to align with your specific needs. It's not likely to work perfectly out of the box, particularly in complex legal environments where precision and customization are key. Consultants or IT professionals who are well-versed in Microsoft's ecosystem can help. Another critical point is that Copilot will function most easily when you are working within the Microsoft ecosystem.

While it can integrate with some third-party applications, Copilot's full potential is realized when used with the full suite of Microsoft products. Where your firm needs to rely on integrations, make sure the transferred data is managed securely, the integration allows for proper training on the integrated data and you go through the effort to connect Copilot to the relevant third-party systems.

Microsoft Copilot represents a significant leap forward in the use of AI in law firms. By integrating AI directly with your firm's data and Microsoft's powerful suite of tools, Copilot has the potential to streamline operations, improve efficiency and provide valuable insights that can enhance decision-making. As this technology continues to evolve, now is the time to explore how Copilot can become a part of your firm's workflows. Don't be left behind!

— **ABOUT THE AUTHOR** —

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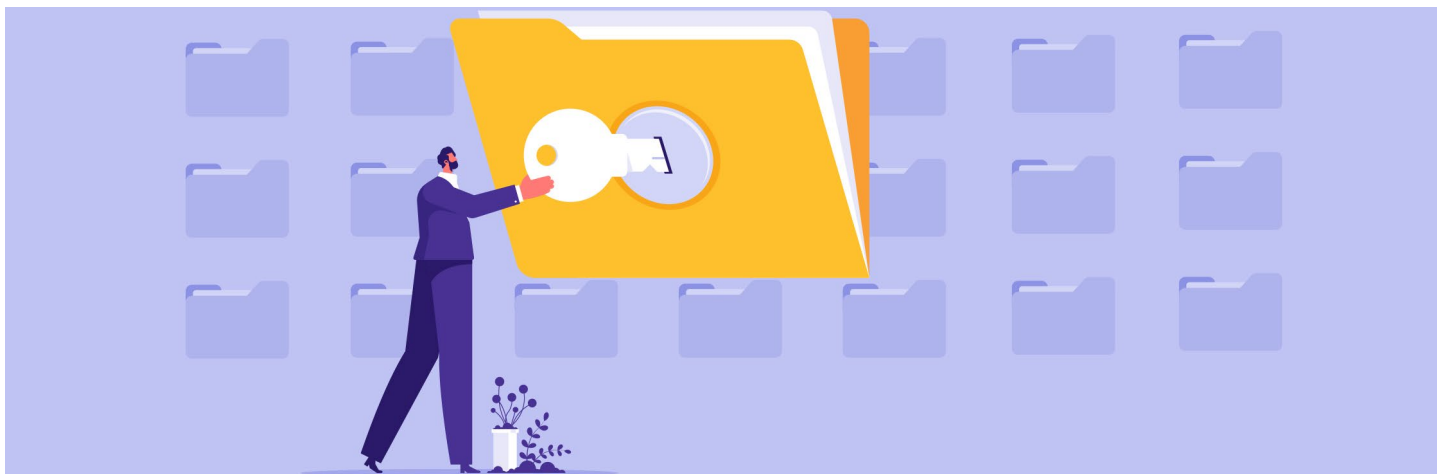
JENNIFER NELSON

Freelance Writer

> " Processes, in general, are unsung heroes, and they are often labeled as boring and easily overlooked. "

Mastering the Paper Trail: Top Record Management Strategies for Law Firms

From organizing to retention policies, these are eight things to consider for managing your records.

In the fast-paced environment at a law firm, efficient record management is crucial for success. From safeguarding client confidentiality to ensuring compliance with legal regulations, how firms handle their records can make or break a case.

As the volume of information grows and technology evolves, adopting best practices in record management is no longer just an option — it's a necessity.

"I have seen law firms handle records management in various ways," says Casita Simpson, Founder and Chief Executive Officer (CEO) at Simpson & Associates. "I personally do not believe there is a right or wrong way to manage records; instead, it boils down to whether or not the process is achievable for the firm. If you have an approach that works, pat yourself on the back because I know this is challenging for many law firms," says Simpson.

1. Compliance Considerations

Local rules and regulations are important to consider, and some states change their requirements more frequently than others. Simpson recommends that all her clients use their legal database subscriptions, such as LexisNexis and Westlaw, to remain informed on regulatory changes. State Bar Associations, local government websites and even professional organizations are valuable resources for staying informed and compliant with record management regulations.

"Creating a clear retention policy that outlines the timeline for keeping different types of documents is essential. This policy should be regularly reviewed and updated to reflect changes in legal requirements or firm practices."

Different jurisdictions have varying requirements for how long records must be kept and what specific information needs to be preserved. Law firms must stay current on these regulations to avoid potential fines or legal repercussions.

"Implementing a compliance checklist and using technology that helps automate compliance monitoring can significantly reduce the risk of errors," says Kalim Khan, Co-Founder and Senior Partner at Affinity Law.

2. Onboarding and Offboarding Files

Effective records management starts with a well-defined process for onboarding new files and offboarding outdated ones.

"When new clients or cases are initiated, it's essential to establish clear guidelines for how their files — both physical and digital — are created, organized and stored," says Khan. When a case is closed, or a client relationship ends, law firms should have protocols for archiving or securely disposing of files, ensuring that sensitive information is handled appropriately.

3. Consistent File Naming Conventions

One foundational element to file naming is having the entire team clear on the proper way to name all documents. "First, there is the integrity of the information we want to quickly convey in a naming structure," says Kristen David, a legal and medical malpractice defense attorney, and Chief Executive Officer of Upleveling Your Business. "Often that will include a date, information regarding the type of document (letter, memo, etc.), and specific information relating to what the document is about," she says.

Setting up a framework of best practices creates clarity for everyone on the team and reduces wasted energy searching for documents. "From whether to include hyphens, periods, spaces or capitalization to clarity on whether to use acronyms and abbreviations, having set protocols in place are vital to every business," says David.

4. File Organization

The next piece of the framework is to create a structure for when and where to save records.

"Having a clear system for saving correspondence in one folder, internal memorandums in another folder, discovery in a separate folder, and any pleadings or final documents in a final folder can immediately create a high-level organization schematic," says David.

From there, David adds that breaking down drafts versus finals or using version controls to clarify which draft is the most recent can save dozens of hours per month. In addition, lawyers should mirror the law practice management software wherever they can to reduce mental energy in trying to remember the organizational schematic in a folder such as Dropbox versus in the software.

"Bringing the team together to create that clear vision gives everyone a sense of understanding and confidence to put things in the right places," David says.

5. Discovery and Records Management

Discovery and managing the records is especially important in fields where documents are received from the client in raw format, Bates stamped by the legal team, and ultimately a portion produced to opposing counsel in informal or formal litigation.

Confidential information can be stored in separate subfolders with password protections to create greater safety for financial data, medical records or other highly confidential information.
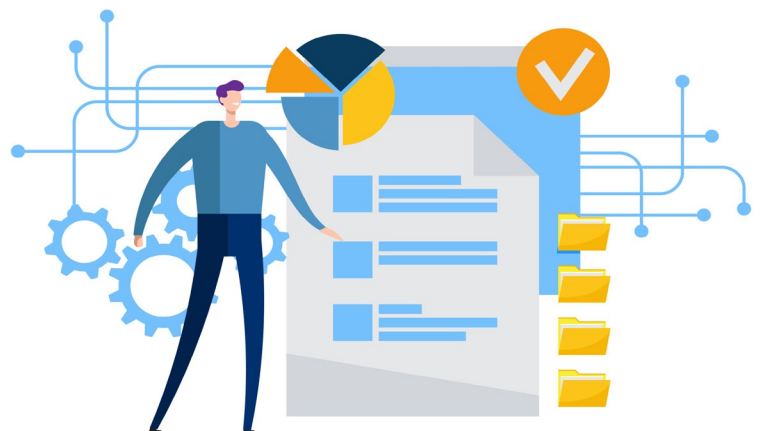
6. Retention Schedule and Processes

Your retention schedule and processes will go hand in hand.

"To identify a retention schedule, we first have to think about the kind of processes you want in place. How long do you want to keep the records? Do you want to follow ABA regulations or something more conservative? Does your state have specific requirements? Are there any federal regulations (for the attorneys who practice in federal court)?" says Simpson. "Processes, in general, are unsung heroes, and they are often labeled as boring and easily overlooked."

The industry standard for retaining records is five years from the end of the engagement date.

However, retention schedules define how long each type of document should be kept before it can be archived or destroyed. These schedules are often dictated by a combination of legal requirements and the firm's internal policies.

"Creating a clear retention policy that outlines the timeline for keeping different types of documents is essential," says Khan. This policy should be regularly reviewed and updated to reflect changes in legal requirements or firm practices.

7. File Destruction

File destruction can be … difficult for some.

"I have found that lawyers struggle with purging records, and I often wonder if being a records hoarder is a prerequisite for registering for law school," says Simpson. "I even had a boss once who grappled with letting go of the physical file cabinet we had in the office, even though we digitized all the documents electronically."

According to the American Bar Association, lawyers must preserve client records for five years from the date their representation of the client ends. "So, as a best practice, I ask my clients to purge the records the month following that fifth year," says Simpson.

Simpson sets up a rule or automation in the practice management system to email clients electronic copies of their files and schedules a task to purge them.

For digital files, software that ensures permanent deletion — beyond the capability of standard recovery tools — is recommended. For physical documents, shredding is the most secure method.

"Establishing a documented procedure for file deletion, including obtaining the necessary approvals and maintaining a log of destroyed records, is a best practice that helps in maintaining accountability and traceability," says Khan.

8. Don't overlook staff training

Processes only work if staff know how to use them. That means training staff regularly on records management policies and best practices is equally important as the processes you follow, ensuring that everyone in the firm knows their responsibilities and the proper procedures.

ABOUT THE AUTHOR

Jennifer Nelson is a Florida-based writer who covers business, finance and legal content. Her work appears in FindlLaw, Legal Zoom, *NextAvenue.org*, *AARP* and many other publications.

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> " Given the blandness of the output it is not something we would [use to] replace human ingenuity ... we strive to be just that little bit different from the rest of the pack. "

The State of AI and Legal

We take a closer look at the real world implications of AI and its use in the legal industry.

Artificial intelligence (AI) has been discussed — and even used — in legal technology circles for at least a couple of decades. But it's only since the public release of ChatGPT, less than two years ago, that AI has received significant attention from the legal sector. A wide array of AI-infused software products is being harnessed by an increasing number of legal organizations, ranging from international players to boutique practices.

The most basic AI tools, such as the autocorrect function of Microsoft Outlook, have been used by the vast majority of firms for many years. And most practice and case management software incorporate certain features that are marketed as using AI (although many of these are also pretty basic).

For purposes of this article, we'll focus on a more sophisticated form of AI: generative AI (GenAI). Some of the well-known GenAI products currently being deployed in the legal sector include Microsoft Copilot, Lexis+ AI, Thomson Reuters CoCounsel and Harvey. That said, there are many other providers, and new legal AI companies seem to be mushrooming as a result of an investment windfall over the past 12 months.

According to a report from LexisNexis, around a quarter of lawyers regularly use GenAI tools, compared to just over 10% a year ago. Still, almost 40% of legal professionals surveyed said they had no plans to adopt GenAI. For legal administrators and other legal support staff, these figures offer a useful barometer of the sentiment toward AI within the legal sector as a whole — one of clear division.

Nevertheless, many firms are keen to test out the technology, and recent McKinsey research research noted that "the biggest increase in adoption [of AI] can be found in professional services" of which the legal sector plays a big part.

Will Richmond-Coggan, Partner at Freeths, says his impression is that law firms generally have been fairly cautious about rushing to adopt AI technology, particularly generative AI solutions, but he still sees potential.

"Sooner or later, the technology will have been refined to the point where it becomes genuinely valuable in supporting firms who want to deliver efficient, accurate solutions to their clients. At that point, we will want to be ready to take advantage of those opportunities, which means getting our people familiar with the tools now, the ways that they work, and the risks to be on their guard against, ahead of that point."

"Looking ahead to that future, I generally see the opportunity presented by AI as being a positive one for law firms, helping them to run more efficiently and freeing up lawyers to deal with the intellectually demanding and time-consuming work of finding innovative solutions for their clients, with confidence in the tools that they are using for the purpose," says Richmond-Coggan. "But there are a number of important caveats to that — in relation to the propensity of many tools to hallucinate (or produce inaccurate or incomplete, but highly convincing, outputs); in relation to the security and integrity of client information which might be shared with the solutions; and in connection with the environmental and societal impact of the way such tools are trained and operate, which is frequently very difficult to get transparency about."

In this article, we'll consider the impact of AI on the business of law, highlighting some of the advantages as well as these challenges facing those tasked with implementing the new tools. We'll get insights from law firm insiders about the real-world implications of AI for the legal sector, while looking toward what's in store for the future.

DOES AI REALLY TURBOCHARGE EFFICIENCY?

A recent report from Thomson Reuters claims that AI could free up around four hours each week for an average U.S. lawyer, equivalent to 266 million hours of increased productivity which "could translate into $100,000 in new, billable time per lawyer each year." But according to the LexisNexis survey, just over half of in-house counsel expect bills to reduce due to GenAI, in contrast to only 40% of lawyers in private practice.

But these figures raise some questions: Who stands to benefit from the implementation of GenAI in the legal sector? Will efficiency gains boost profits, reduce client bills or provide a better work-life balance for fee earners? Or will the cost of licensing GenAI products and training staff to use them offset any actual advantages for law firms or their clients?

"It is difficult to predict how quickly AI will change the legal sector, but increasingly we won't be able to ignore its impacts," says Paul Philip, the Chief Executive of the Solicitors Regulation Authority (which regulates lawyers in the United Kingdom). "So far it has mainly been larger firms using AI. However, with such technology becoming increasingly accessible, all firms can take advantage of its potential. There are opportunities to work more efficiently and effectively."

What's certain is that legal management professionals and those responsible for running law firms will need to weigh up the pros and cons of implementing AI to decide whether there is a genuine business case in their particular circumstances. In other words — will it be profitable (or otherwise beneficial) for their individual firm, or could it end up being more hassle than it's worth?

"Our firm has not been slow to get to grips with the opportunities presented by this new technology — albeit in carefully controlled sandbox conditions and through hackathons and other isolated exploratory projects," says Richmond-Coggan. "Sooner or later, the technology will
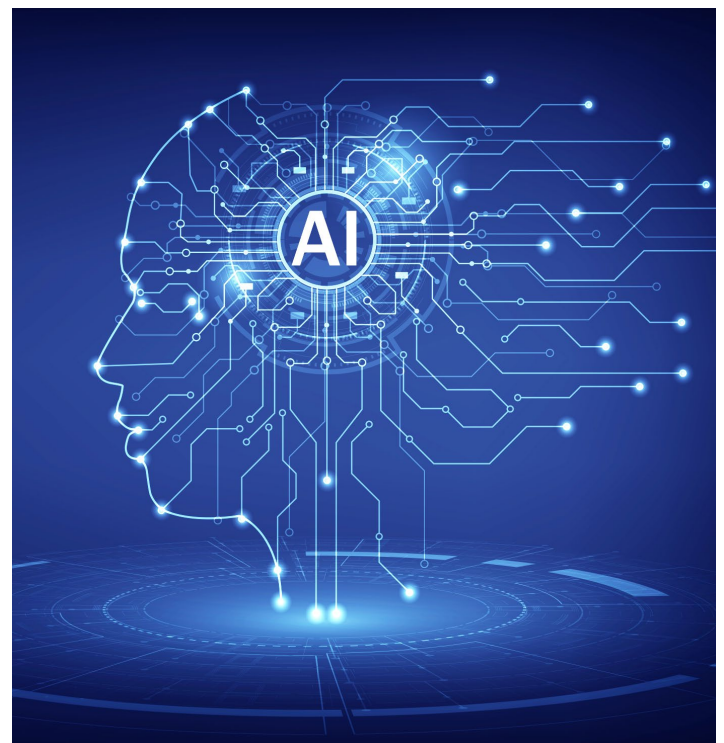
have been refined to the point where it becomes genuinely valuable in supporting firms who want to deliver efficient, accurate solutions to their clients. At that point, we will want to be ready to take advantage of those opportunities, which means getting our people familiar with the tools now, the ways that they work, and the risks to be on their guard against, ahead of that point."

LEGAL AI: A MARRIAGE OF TRADITION AND MODERNITY

Considering the historically reserved and cautious nature of the legal profession — and its relative slow uptake of previous incarnations of technological innovations such as email — it's interesting how eagerly many firms are diving into the AI pool. According to analysis from Mordor Intelligence, legal AI software is expected to grow from $2.19 billion in 2024 to $3.64 billion by 2029. Harvey alone was recently reported to be seeking a $2 billion valuation.

But just because many firms are investing in AI, this doesn't mean it's being embraced with open arms by all and sundry. A whopping 90% of respondents to the LexisNexis survey admitted to having at least some reservations about AI being adopted by law firms, with over a quarter admitting to significant concerns about the technology. It's worth noting that these figures were almost identical to the findings of a similar survey from the previous year, indicating that AI marketing efforts are not winning over the naysayers.

Some of the biggest fears relate to AI hallucinations, security (e.g., data protection), and simply untrustworthy tech. In fact, a recent study from Stanford University found that GenAI software specifically targeted at the legal sector exhibit hallucinations (i.e., where they essentially make up facts) in at least one in every six queries.

Although the commercial legal AI tools that tend to garner the bulk of publicity are those geared toward lawyers, the technology is arguably currently more useful to other professionals working in law firms.

Legal administrators who are responsible for maintaining client records can gain valuable insights — particularly in relation to new business opportunities — if they use AI software to help analyze the firm's troves of data. Meanwhile, legal marketers can harness GenAI for inspiration when creating blogs and social media content. (Although they would still be wise to have a legal copywriter check the resulting copy for hallucinations and make sure data they are putting in is info they don't mind being out in the public sphere.)

Aside from GenAI being used within firms to assist lawyers with drafting documents (the aforementioned LexisNexis report

notes that document drafting is the main use case for 90% legal sector users), law firm marketing and PR managers will be interested to know that general communication activities — such as content marketing and press releases — accounts for 73%.

Brian Inkster, of Inksters Solicitors in Scotland, is less optimistic about the future of AI within the legal sector, particularly as it relates to content creation. "Given the blandness of the output, it is not something we would [use to] replace human ingenuity … we strive to be just that little bit different from the rest of the pack."

Instead, he says they are focusing on what they have and ensuring it works efficiently for them.

"We are not seeking to harness AI in any specific way. Instead, we are concentrating on our already planned roadmap for making our existing legal technology (case management and document automation systems) work to their full potential," says Inkster. "There is much for us still to do on that front without distraction by shiny new toys. On the face of it, such toys are unlikely to take us anywhere near where our existing systems will, via consistent implementation and improvement."

HOW SHOULD LAW FIRMS PREPARE FOR AI?

Despite all the AI hype over recent months, it's probably wise for law firms to adopt a cautious approach in the short to medium term. As Inkster notes above, there are already many highly effective software tools that are already licensed by firms, with further abilities to be unlocked by exploring their potential.

Having said that, business managers in firms may well be able to maximize efficiencies by deploying AI effectively in a targeted approach — and Richmond-Coggan believes that it will gradually reduce much of the routine grunt work. So perhaps a certain amount of cynicism mixed with a dash of hope and an open mind to genuinely helpful AI tools is the best way to approach this emerging technology.

─ **ABOUT THE AUTHOR** ─

Alex Heshmaty is a U.K.-based freelance copywriter and journalist, specializing in law and technology. He runs content marketing agency Legal Words, offering blogging and content creation for a wide range of businesses, including law firms and IT companies. Heshmaty has written extensively about the impact of technological developments on both lawyers and their clients.
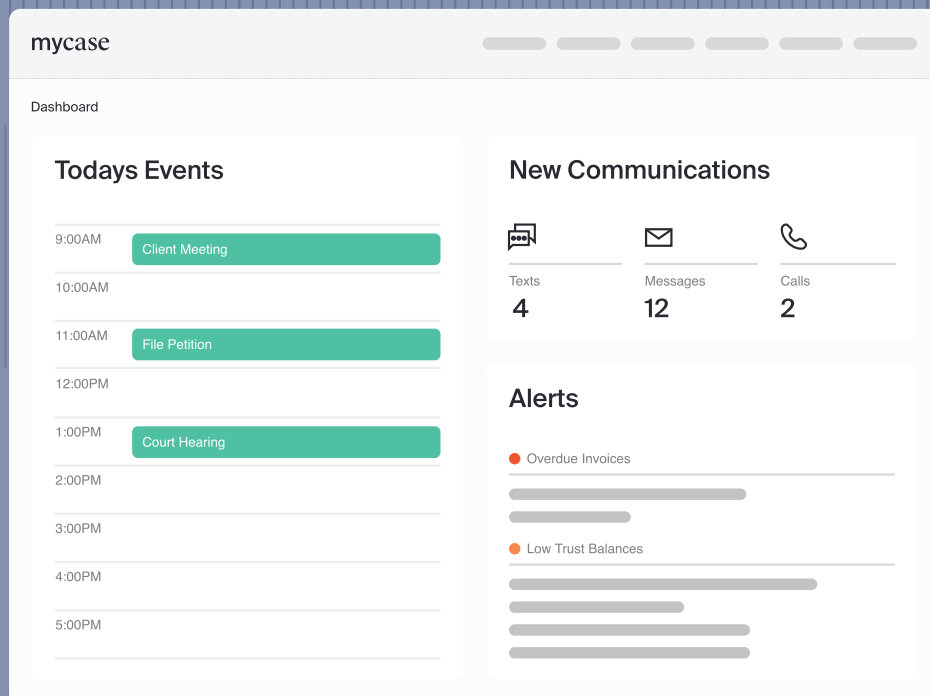
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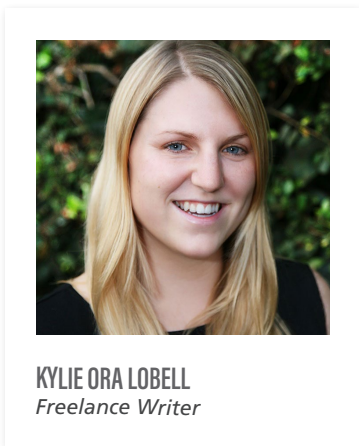
4 Actions to Take After a Cyber Breach

With law firms being a prime target, having a plan in place in case of a cybersecurity attack is paramount.

As people and companies rely more and more on technology in their everyday lives, the risk of a cyber breach also increases. In 2023, more than 349 million people were affected by data breaches, and the average breach cost businesses $4.35 million. And with a treasure-trove of personal data, legal organizations are inviting targets for bad actors.

Additionally, law firms are particularly susceptible to breaches, according to Ryan Jamieson, Founder and Principal Consultant at Knit Security, for a variety of reasons. "Law firms are frequent targets of malicious actors as they often underfund technology, have an ability to pay and maintain access to valuable data," says Jamieson.

It's not just the potential of a significant financial loss, notes Jeanne Eicks, JD, Associate Dean of Graduate Programs at The Colleges of Law, where she teaches about data security. She says it can lead to reputational damage and loss of client trust, too. "For law firms that handle highly sensitive and confidential information, a breach can result in legal liabilities, regulatory fines and the potential exposure of client data, which could harm ongoing cases or negotiations. The long-term impact on a firm's reputation can be severe since clients are less likely to trust a firm that has experienced a breach. Additionally, the costs associated with remediation, legal defense and potential settlements can be substantial."

If your firm falls victim to a cyber breach, it's critical to take immediate action to try to limit the harm as much as possible. Here are the steps to take right away, as well as tips on preventing another cyber breach in the future.

1. Stop the breach.

Simply put, lock it all down.

> " After the breach has been stopped, ideally, a law firm would have a breach response team in place that they could call on in case of an emergency. (If a breach response team isn't something that's been discussed at your firm, consider this the call to get one set up.) "

"[A] unified strategy ensures that every aspect of the breach is effectively addressed, and the response is both rapid and well-coordinated."

Luckily for Steven Rodemer, Owner and Attorney at Rodemer & Kane, his firm has not experienced a cyber breach. However, if it were to happen, he knows what he'd do to protect his firm right away.

"The very first thing I would do is lock everything down after the breach," he says. "I'd make sure the affected systems are cut off from our network to stop any further damage."

2. Gather the breach response team.

After the breach has been stopped, ideally, a law firm would have a breach response team in place that they could call on in case of an emergency. (If a breach response team isn't something that's been discussed at your firm, consider this the call to get one set up.)

C.L. Mike Schmidt, a Lawyer at Schmidt & Clark LLP, says this team should consist of experts from the IT, legal and public relations departments.

"By assembling this diverse group, the firm can coordinate a comprehensive response that addresses all aspects of the situation," says Schmidt. "The IT experts will handle the technical aspects of the breach, including identifying vulnerabilities and containing the attack. Legal professionals will manage compliance with regulations, client notifications and potential legal consequences. Public relations experts will craft messaging to address the breach's impact on clients and the public, helping to maintain the firm's reputation. This unified strategy ensures that every aspect of the breach is effectively addressed, and the response is both rapid and well-coordinated."

3. Assess the damage.

After dealing with the vulnerabilities, the law firm's team needs to assess what type of damage the breach caused. It's important to activate the incident response plan (IRP), according to Eicks.

"Hopefully, the law firm has an IRP," she says. "If not, The Sedona Conference has model plans available. Ideally, the IRP includes notifying all relevant stakeholders, containing and mitigating the breach, and preserving evidence for any investigations. It's critical to assess the scope of the breach, identify the data compromised, and ensure clear communication with clients about what occurred and how the firm is handling the situation."

According to Schmidt, breaches can often be traced to weaknesses in the systems of external partners that have access to a firm's sensitive data — this could include all third-party vendors and service providers. That's why a law firm must conduct a thorough audit of all vendors and service providers following a breach.

"By reviewing the security practices and protocols of these vendors, the firm can uncover any additional risks or vulnerabilities," he says. "This audit involves evaluating the security measures that vendors have in place, such as encryption practices, access controls and incident response procedures. Addressing these issues not only helps in securing current partnerships but also sets a precedent for future vendor selection, ensuring that new partners meet stringent security standards. This helps in fortifying the firm's overall security infrastructure and reducing the risk of future breaches."

4. Prevent another cyber breach.

A cyber breach can result in huge losses for a law firm, not only in terms of finances, but also reputation. After a breach has been stopped, a firm needs to look at the lessons they learned from it and actively work to avert another one.

According to John Trest, Chief Learning Officer at VIPRE Security Group, a law firm needs to be proactive by implementing robust security measures like multifactor authentication, encryption and regular security audits.

> ## "Regular audits with technical and human resource testing and a proactive approach to threat detection can help firms avoid potential breaches."

"Integrating continuous risk monitoring within their CRM [customer relationship management] systems can provide early detection of potential threats, ensuring swift action before breaches occur," Trest says. "Educating staff on best cybersecurity practices and fostering a culture of vigilance are essential steps in reducing vulnerability to cyberthreats."

Another effective strategy for prevention is conducting ongoing and comprehensive penetration testing, which is often called ethical hacking, Schmidt says.

"[It] involves simulating cyberattacks on your own systems to identify vulnerabilities before malicious hackers can exploit them. This process is not just about running automated tools. It [also] involves skilled security professionals who think like attackers and use a combination of automated and manual techniques to uncover weaknesses."

A firm should consider investing in cyber insurance as part of their risk management strategy to contend with potential financial impacts from another breach, and limit access of sensitive information to only those who need it, notes Eicks.

"[They must] review contracts with third-party vendors to assure compliance with stringent cybersecurity standards. Regular audits with technical and human resource testing and a proactive approach to threat detection can help firms avoid potential breaches," Eicks says.

Rodemer is well aware of the risks and consequences of a data breach, which is why he works hand in hand with his stakeholders and employees to prevent them in the first place. By always taking the proper measures, he's been able to protect his firm.

"We continuously look at our risks and invest in solid defenses like firewalls, encryption and intrusion detection systems," Rodemer says. "For me, making sure our defenses are tight is an ongoing priority that helps protect our clients and our firm's future."

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Kylie Ora Lobell is a freelance writer living in Los Angeles. She covers legal issues, blogs about content marketing, and reports on Jewish topics. She's been published in *Tablet Magazine, NewsCred, The Jewish Journal of Los Angeles* and *CMO.com.*

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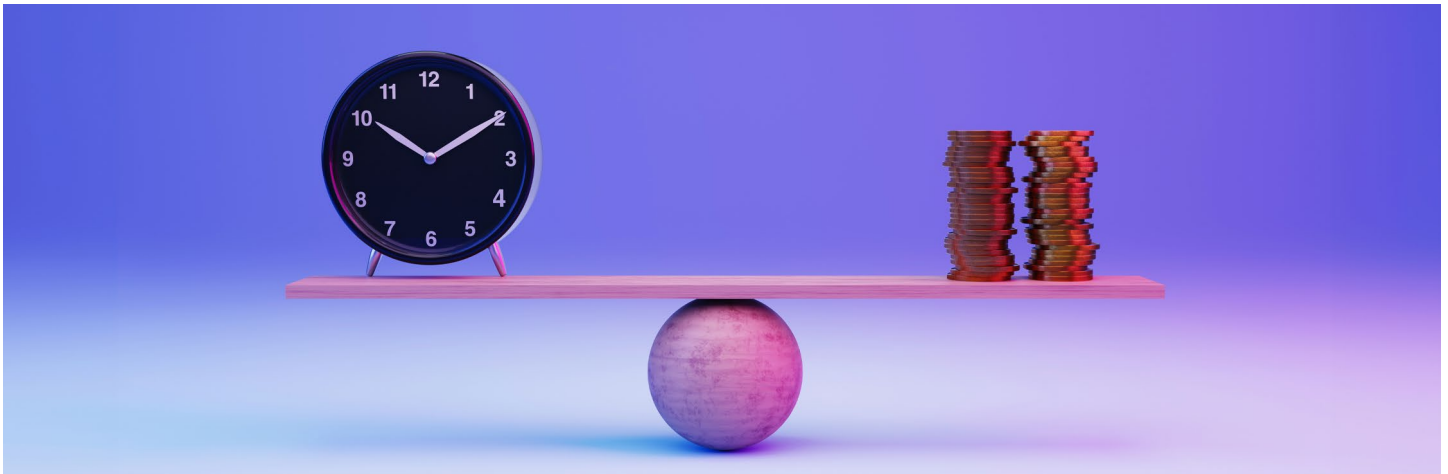
JANE OXLEY
Chief Resource Officer
Smokeball

> " Technology paves the way for law firms to move away from this flawed model, serving clients and staff better. Firm managers should embrace the opportunity for change. "

From Counting Hours to Measuring Value: The Evolution of Law Firm Billing

The billable hour has been king in law firm operations for decades. While tried and true in many firms' eyes, the billable hour rewards inefficiency, reduces value to units and is the bane of every fee earner's existence. It's high time we dethrone this practice in favor of value-based billing.

The thought of this transition might send shudders down a firm manager's spine, but this new approach is critical to maintaining margins while delivering high-quality client service. And now, with artificial intelligence (AI) technologies transforming the way law offices work, the timing is perfect for this transition.

Legal tech can automate routine tasks and streamline workflows, significantly reducing the time required for tasks. But some law firm managers are wondering, "If the technology can accomplish hours of work in just minutes, how are we going to make money?" That's the wrong question to ask. Managers need to consider how technology benefits their clients rather than how it hurts their business model.

Refusing to adopt AI because it reduces profits based on billable hours does a disservice to your clients and your staff. If you can deliver faster and better results, why wouldn't you? If you don't, someone will. As legal practices change, you must adjust your business strategy. Fortunately, value-based billing allows you to embrace AI and improve efficiency without sacrificing revenue.

THE PROBLEM WITH HOURLY BILLING

The hourly billing model has never been perfect. The structure rewards inefficiency, prioritizing quantity over quality. Clients are uncertain of the final cost and get frustrated with long timelines and cost overruns.

Hourly billing often fails to capture the full value of time spent. A 2022 industry report suggests fee earners work less than three billable hours daily. What happened to the other six-plus hours?

The fact is, the modern way of working makes time tracking difficult. Legal teams communicate primarily via email rather than scheduled client meetings, fee earners spend significant time generating documents, and remote capabilities allow legal professionals to work for short periods here and there. It's challenging for them to measure the time they spend on small tasks like emails. As a result, they only record (and bill for) "chunky" items.

As legal professionals strive to meet their billable hours quota, they find themselves working significantly more than the 1,700 to 2,300 required hours. The pressure and long hours result in burnout, which 77% of attorneys report experiencing.

Technology paves the way for law firms to move away from this flawed model, serving clients and staff better. Firm managers should embrace the opportunity for change.

TECHNOLOGY IS FORCING A REEVALUATION

Legal tech can significantly reduce the time spent on tedious, repetitive tasks. AI completes document review and analysis in minutes, saving legal professionals hours. These skilled experts can then spend their time on high-value tasks, such as building client relationships, negotiating terms or developing a case strategy.

Legal tech is also more thorough than a human. AI capabilities enhance due diligence, discovery and research, delivering more exhaustive results in a fraction of the time. As generative AI matures, it will unlock even more value for legal teams.

The legal profession is risk-averse, and this new era of technology reasonably creates anxiety. But the reality is that most firms are ready to jump on the legal tech bandwagon because they recognize that AI is becoming the norm. In a Smokeball survey, 90% of respondents said they were eager to learn how to use AI in their law practice, with legal office managers showing the highest willingness.

Yes, legal tech can reduce billable hours, but it also shortens timelines, eases workloads and improves client service and outcomes. The legal field was created to help people, and these new tools allow teams to do so more effectively and efficiently.

HOW TO TRANSITION AWAY FROM BILLABLE HOURS

With value-based billing, efficiency becomes paramount. When you bill by the case, you can't afford to have your legal teams spending hours on administrative work. Firms must incorporate technology that expedites routine tasks like discovery and paperwork so lawyers can spend their time on strategy and relationships.

Moving to value-based billing doesn't mean time tracking goes out the window — it actually becomes more important. You need to know how much time and resources cases really require so you can set prices appropriately. Continually reviewing legal teams' activities — both billable and nonbillable — allows you to adjust pricing, resource allocation and workflows to ensure you are building a profitable firm. Investing in an automated time-tracking system will make that easier, enabling accurate evaluation while reducing the administrative burden.

You don't need to start charging flat fees immediately for all case types. Start with standardized, transactional cases like estate planning or commercial contracts. As you gather more data on time management, you can expand your flat-fee offerings. Accurate time tracking also allows you to offer tiered pricing or a blended billing system where cases shift to time-billed at a predetermined threshold. And no one says everything needs to be value-based. You can offer different billing types for different case types. The right law firm software will help you manage whatever billing structure you choose.

With the proper data and streamlined workflows, value-based billing benefits both the firm and its clients. Technology adoption is quickly becoming a competitive imperative, and law firm managers must adjust their business strategy accordingly. In today's legal landscape, value is the new king.

WANT TO LEARN MORE ABOUT VALUE-BASED BILLING?

Value-based pricing expert Shaun Jardine appeared on *Legal Management Talk* to discuss the pitfalls of the billable hour in today's legal industry and how a value-based system can address those. He also shares strategies for instituting such a change at your firm. *alanet.org/podcast*

ABOUT THE AUTHOR

Jane Oxley, Chief Resource Officer of Smokeball, is passionate about helping small law firms work toward a more productive, profitable and also less stressful practice. Having worked in the legal field for her entire career, Oxley has a strong affinity with small law firms and the crucial role they play in the communities they serve. She also understands how the right technology can help small law firms achieve better outcomes for their clients and their bottom line.

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BILL & PHIL

William Ramsey, Partner, Neal & Harwell

Phil Hampton, Consulting President, LogicForce

> " The new iPad Pro is the thinnest Apple product, and one of the thinnest devices on the market. Apple did change the location of the front-facing camera, making it ideal for Zoom and Teams meetings. "

The New iPad Pro: Major Upgrade or Minor Improvement?

Bill has loved his iPad Pro ever since he bought the first one in late 2015. And when he bought the Magic Keyboard in 2020, he was in fancy tablet nirvana.

In May, when Apple announced the 7th generation version — complete with a slightly larger 13-inch screen and a much faster M4 chip — his trembling hands could barely hold his credit card still. (So, he paid with Apple Pay — all he had to do was double-click.)

As he unboxed his new iPad (with the new Magic Keyboard and new Apple Pencil), Bill's heart was racing so fast, his body thought he had taken up triathlons again. He couldn't wait to show it to Phil.

Phil (a self-professed Apple naysayer) watched Bill's impressive demo of his new love. "So, what does it do that your old one won't do?" Phil asked. Bill was uncharacteristically at a loss for words. He finally responded, "Nothing new. It just does everything better and faster."

Phil finally agreed that Bill's new iPad was somewhat faster, and the display seemed clearer and a bit more vibrant. But for Phil, the question was whether those upgrades were worth spending $1,500. So we dug a bit deeper.

The new iPad Pro is the thinnest Apple product, and one of the thinnest devices on the market. Apple did change the location of the front-facing camera, making it ideal for Zoom and Teams meetings. The new M4 chip is the fastest processor Apple makes. It handles anything you can give it at blazing speed. Certainly, if you are a video editor, it is a delight to use. However, for most tasks, one can hardly tell the difference between its speed and that of previous iPads or any other recently made tablet or laptop.

There is also a new pencil, the Apple Pencil Pro. An Apple Pencil of any generation is a handy tool, if one is so inclined. You can sign and mark up documents, make hand-written

notes, create drawings in emails, etc. But the new features of the Pencil Pro are not so revolutionary unless you are a prolific illustrator. There are slight note-taking improvements that may or may not be worth paying $129 for a new Pro model.

The new Ultra Retina XDR Display is impressive. Apple says it is the "most advanced display in the world." (Phil is skeptical of that claim.) It's very bright and vibrant, and the colors are amazing. The image quality is great even in situations where there is a lot of glare.

But Bill is a lawyer, and an old one at that. He uses the same software on his new iPad Pro as he used on his old one. As Phil so critically pointed out, "Bill cannot do anything on the iPad Pro 7th Generation that he could not do on his old 4th generation model. And, his brain is so slow, the speed of his iPad is not the bottleneck."

Bill begs to differ. He uses the iPad for videoconferences on Zoom, Teams and Google Meet, so it's true that the new camera location is a plus. He also uses the new features of the Pencil Pro. At least in his mind, the new iPad Pro is noticeably faster.

So despite his disagreements, Phil will let Bill enjoy his Apple products to his heart's desire. After all, beauty and functionality are all in the eye of the beholder. As Bill said, "Phil, my pickup can drive down the road just like your Lexus does." Whatever, Bill.

ABOUT THE AUTHORS

William Ramsey, Partner at Neal & Harwell, and **Phil Hampton,** Consulting President of LogicForce, are best known for *The Bill and Phil Show.*

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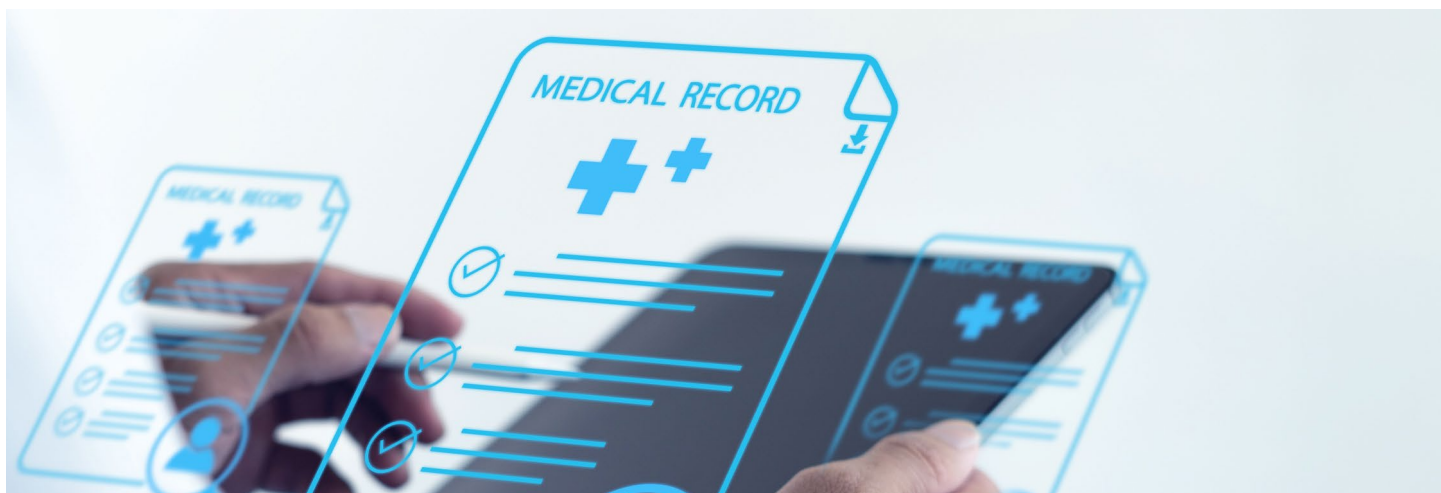# EMAIL MAGAGEMENT FOR LAWYERS

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" This is the true power of AI automation — removing the bulk of repetitive tasks and allowing law firm managers more time to focus on higher value jobs. "

How AI Automation Is Maximizing Efficiency in Medical Document Management

The large number of documents involved in medical-legal claims remains a challenge for law firms. Stacks of medical documents or insurance paperwork must be reviewed and analyzed before they're ready to use, and traditional methods of processing data simply can't keep pace.

The largest in-house legal departments in the United States operate with less than 100 staff, but process over 48 million pages. Consider this figure: Two decades ago, a Federal Trade Commission (FTC) complaint against a health care provider produced over 1.2 million pages of discovery documents supporting the case. In this example, an administrative judge suggested documents greater than this number would constitute "an extraordinary cost" over and above the "extraordinary effort" already put into the discovery!

Although the exact number of documents for each case will differ across industries and firms, it would be no stretch to suggest many legal administrators face a similarly unmanageable burden. Unfortunately, the problem hasn't taken care of itself. Despite much of the paperwork generated being *caused by technology* (consider the emails, metadata, or messages generated by the average person each day), law firms have been reluctant to adopt this technology in kind.

There are any number of ways for law firms to use these machine learning tools to complement human professionals and make life easier for legal administration. Although traditional methods for processing data are time consuming, all this extra time doesn't necessarily mean fewer errors. So what can legal administrators do to keep up?

AI AND THE LEGAL INDUSTRY

In recent years, the majority of the efforts to automate have been using artificial intelligence (AI). AI tools have already transformed every aspect of the claims industry, although the legal field has tended to fall behind. In a recent survey done by Thomson Reuters, just 3% of legal professionals said they utilize generative AI.

Automating tasks can be a cost-effective way to deal with the amount of paperwork, medical records or insurance correspondence associated with a case. It's also legal, especially since the Da Silva Moore v. Publicis decision in 2012. While AI isn't set to replace the human element of law firms any time soon, it is still a powerful tool for transforming workflows, enhancing accuracy and reducing costs.

WHAT DOES AI AUTOMATION MEAN FOR LEGAL ADMINISTRATORS?

In the broader context of legal issues, a number of corporate law firms are already jumping on board. Corporate law firm Dentons uses an AI tool called Luminance for its analysis of documents, capable of automating the review process, detecting anomalies and automatically redrafting when necessary. It also launched "fleetAI" — its own proprietary version of generative AI tool ChatGPT.

Similarly, Wilson Sonsini Goodrich & Rosati added Dioptra to its AI toolkit in 2024. Tools like this can handle advanced legal reasoning and legal language, making it a valuable asset for due diligence, compliance and negotiation. BakerHostetler also developed ROSS, an AI-powered digital attorney.

Although these kinds of tools make plenty of headlines, AI's true superpower may be administration. Rather than legal reasoning or research, AI automation could help law firm managers "turn the page" on stacks of documents. Voluminous patient files, electronic health record outputs,

or insurance company correspondence can be uploaded, indexed and made searchable in half the time before a legal case. Duplicate files can be removed, summaries created from patient records, and multiple versions of document sets created for each relevant user.

This is the true power of AI automation — removing the bulk of repetitive tasks and allowing law firm managers more time to focus on higher value jobs.

ADOPTION OF AI TOOLS IN LAW FIRMS IN 2024 AND BEYOND

It's important to note that AI isn't to replace human efforts. In most use cases, these tools are not being called on to do the legal research in place of the legal professionals themselves. For legal professionals, legal managers and lawyers, the number of firms moving toward AI-powered platforms should serve as compelling evidence for the benefits of this technology. As AI evolves, the capabilities of these tools will improve as well.

All of this means legal administrators who embrace the growing field of AI can be increasingly secure in its ability to enhance workflows and offer better outcomes for their teams and for the firm as a whole.

ABOUT THE AUTHOR

Connor Atchison is the Founder and Chief Executive Officer of Wisedocs. He founded Wisedocs to reimagine claims through bringing automation and intelligent medical record processing and reviews to the insurance ecosystem and their claimants.

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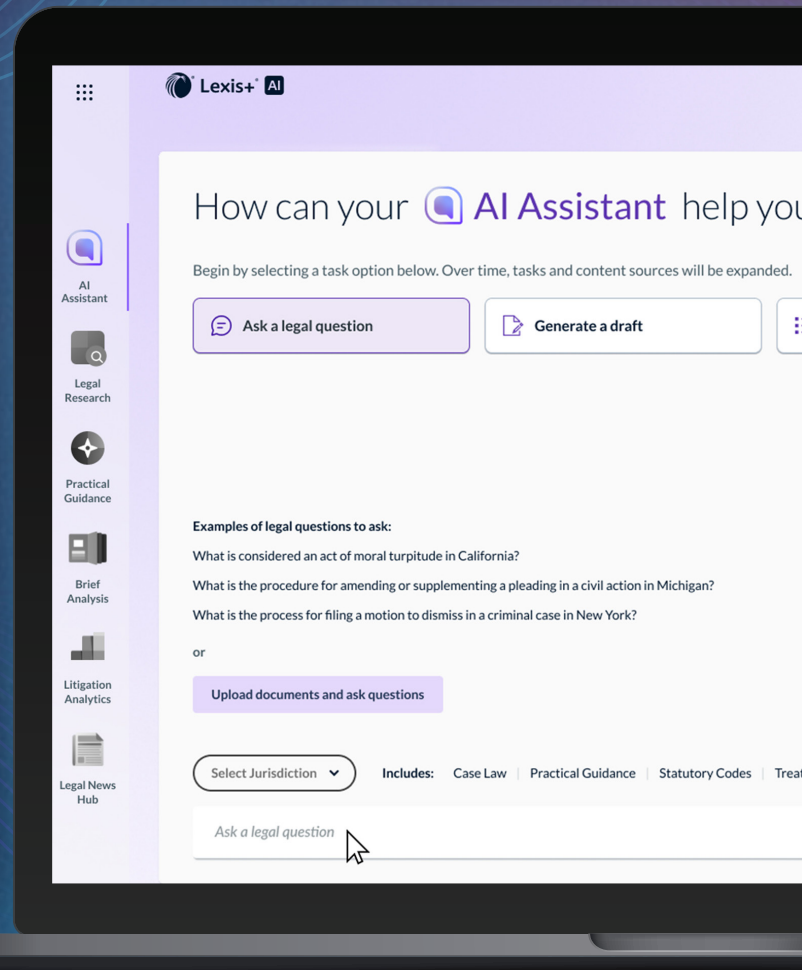# Transform your legal work with Lexis+ AI™

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> " One way to win over your firm when implementing new technology is to meet your lawyers and support staff where they are — that is to introduce the solution as an answer to their commonly faced problems and frustrations. "

The Legal Administrator's Guide to Buying Generative AI Tools

By now, you've heard about the potential of generative AI (GenAI) technology to help your legal organization increase efficiency and take on more matters. In Bloomberg Law's latest Legal Ops and Tech Survey, 70% of law firm respondents said they expected to receive more work from in-house clients as a result of GenAI. And close to one-third said their support staff time spent on nonbillable work would decrease.

If your law firm is looking to realize the potential of AI technology, how do you select the right AI tool and — more importantly — successfully implement it? With that in mind, here is a practical look at the questions law firm administrators should be asking when choosing AI tools that position their organization for long-term success.

STANDALONE TOOLS OR INTEGRATED?

One of the first questions to consider when assessing generative AI solutions is whether to purchase a standalone or integrated tool.

Standalone AI legal tools perform tedious tasks like data and text summarization, extraction and generation. These tools, like ChatGPT, use large language models (LLMs) that train on a source set of documents. While using AI in this manner can ensure that the generated text is based on information you've sourced, it's inefficient. Standalone solutions require you to move a stack of documents, sometimes thousands, from one system into another — adding another step to your process. Plus, what goes into these models stays in — the information you feed into ChatGPT or other open-source GenAI models may create data privacy and confidentiality issues as well.

Integrated generative AI tools, however, are just that — integrated in the systems lawyers and legal staff already use in their day-to-day work. From e-discovery to case management,

leading legal technology providers are incorporating AI into their existing solutions much like Microsoft has done with Copilot, Google with Gemini and IBM with Watsonx.

For example, your firm's litigators may use a legal case management solution. If your provider offers an AI integration, then your team can save time analyzing documents to identify chronology events within one connected, cloud-based and data-secure system. The chronology results generated by AI are already linked to case documents, discovery material and deposition transcripts. When GenAI is integrated into a solution your firm is already using, you'll also save time on setup, training and onboarding.

QUESTIONS ABOUT PRIVACY AND TRUST

Your lawyers will likely have questions about how various AI tools generate information and answers, whether they can produce accurate work, and how they protect client data. After all, one fact can win or lose a case and an attorney's duty to protect their client's confidentiality is paramount.

The biggest story about AI is hallucinations. Look for AI software with built-in citations and closed systems to decrease the chance that unrelated — or worse, made-up information — is being generated in AI summaries and analysis. Integrated systems may also have human review signifiers to make sure all AI is checked before making its way in front of a judge or another party.

But your biggest question should be: What happens to the sensitive client data that I'm allowing the AI to analyze? Trustworthy vendors will follow the highest levels of security to keep that information confidential, and, if the data is used to train the AI to generate analysis, subsequent AI generations won't use that data if the user isn't authorized to see that information. Closed universe tools, when used with common security measures such as granular user permissions and ethical walls integrations, help protect information from being accessed by outside systems.

WINNING THE IMPLEMENTATION

Once you've found an integrated AI tool that securely provides analysis based on factual information, you'll need to get your firm to use it. You may encounter situations where individuals want to use standalone AI tools (or maybe already have) that they feel are better suited to their workflows than the solution you've procured. This is where you, as the technology administrator, will need to develop a rollout strategy. This plan needs a consistent message about the purpose of the new AI tool and a training program that addresses current frustrations and resistance to change.

One way to win over your firm when implementing new technology is to meet your lawyers and support staff where they are — that is to introduce the solution as an answer to their commonly faced problems and frustrations. Take litigation, for example. In the past, tasks like chronology building, deposition preparation and others have all been completed manually. But using AI and automation in a secure way can quickly complete repetitive tasks.

Encourage early adopters who've found success using your new technology to share what's working for them to drive overall engagement. Fear of missing out (FOMO) can be a major motivator for hesitant users. Once they see a lawyer or a team of attorneys winning with the AI tool, they won't want to miss out.

In summary, when choosing a generative AI tool, look for solutions that integrate with technology that resonates with your law firm and attorneys and solve the problems they commonly face, then win the implementation using smart messaging and training.

ABOUT THE AUTHOR

Rachel Bailey is Product Marketing Manager at Opus 2, a provider of legal software and services. Opus 2 offers a cloud-based solution that streamlines litigation processes by centralizing documents, evidence, transcripts, chronologies and witnesses in one collaborative workspace.

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in linkedin.com/in/rachelwbailey

# Anniversaries, Awards and Appointments

Members on the Move »

Daniel P. Atcheson, a member of the Raleigh/Durham Chapter and of ALA's Board of Directors, is now Firm Administrator at Adams, Howell, Sizemore & Adams, P.A., in Raleigh, North Carolina.

Dawn E. Chapman, a member of the Utah Chapter, is now Regional Office Administrator at Spencer Fane in Salt Lake City, Utah.
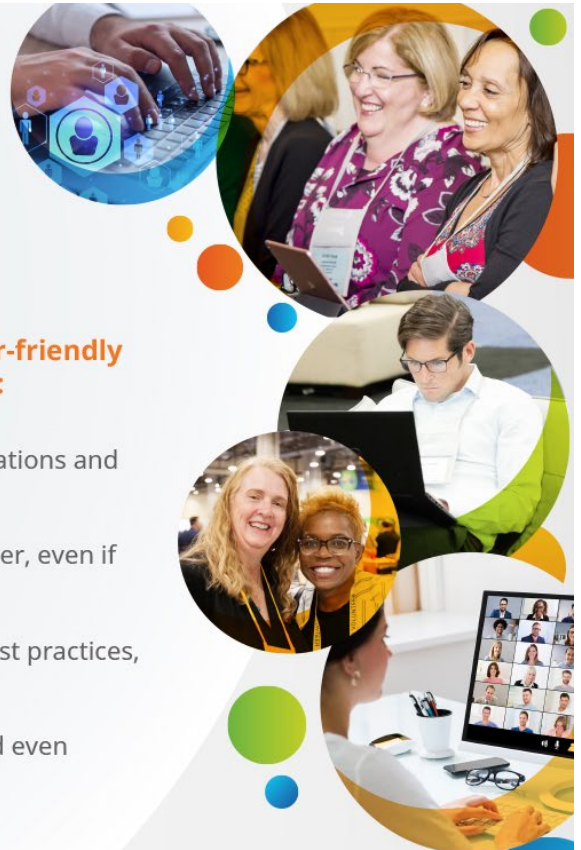
Christine Wilbur, MBA, a member of the Orange County Chapter, is now Legal Administrator at Wilson Tax Law Group, APLC, in Newport Beach, California.

Lisa M. Carpenter (not pictured), a member of the Nutmeg Chapter, is now Law Office Administrator at Kahan Kerensky & Capossela, LLP, in Vernon, Connecticut.
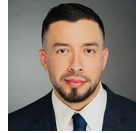
Gilbert Salazar, a member of the Alamo Chapter, is now Attorney Recruiter at Thomas J. Henry Injury Attorneys in San Antonio, Texas.

What's Happening at Headquarters

ALA Celebrates National Disability Employment Awareness Month

October is National Disability Employment Awareness Month, when we celebrate the important contributions Americans with disabilities make to the workforce.

This year's theme is "Access to Good Jobs for All." In a press release, Assistant Secretary of Labor for Disability Employment Policy Taryn M. Williams said, "Good jobs change lives and all workers — including disabled people — deserve the opportunity to prepare for success in high-quality, good-paying jobs in workplaces free of discrimination."

ALA is committed to helping you create an inclusive environment at your firm so everyone receives an equal employment opportunity. Visit *alanet.org/deia* to check out check out our DEIA Resource Hub for educational presentations, articles and podcasts on this important topic.

Enhance Your Leadership Journey With ALA

Have you been looking for a chance to get more involved with ALA? Now's your chance!

Applications are now open for at-large membership on ALA's 2025 committees, advisory councils and project teams. Not sure what role suits you best? Visit *alanet.org/membership/volunteer-at-ala* for more info on each opportunity and the link to the application. You can also recommend a colleague you think would be a great fit. Applications are due by **November 14**.

Learn About Layering Your Cyber Defenses with *Legal Management Talk*

We've taken a layered approach to discussing a layered approach to cybersecurity. We continue to discuss layering your cyber defenses with Eric Hoffmaster, Chief Operating Officer at Innovative Computing Systems in a recent episode of *Legal Management Talk*. (You can check out his column on this topic in our current issue.) We delve into which layers may be necessary to qualify for cyber insurance and how bad actors are using AI to make their attacks even more complex. *alanet.org/podcast*.

Subscribe to our YouTube channel or wherever you get your podcasts so you never miss an episode.