



Lawyers**Weekly** Legal Tech Guide 2024

In an increasingly digital world, legal tech can help revolutionise workflows, enhance efficiency, and empower legal professionals to navigate complexities with ease. This guide will help you stay ahead of the curve, discover innovative solutions, and explore the diverse realms of technology within a variety of different facets of the law.

LEGAL TECH GUIDE 2024



IN THE years following the pandemic, the legal profession has been forced to increasingly adopt legal technology – and 2023 has been no exception.

Following the accelerated evolution of emerging technology and generative artificial intelligence, navigating the ever-evolving landscape of legal technology in 2024 will require a keen understanding of the intricate interplay between legal practice and cutting-edge digital solutions.

The profession is already facing transformative challenges, with new advancements shaping the future of legal practice – and legal professionals must leverage technological innovations to navigate an increasingly complex legal landscape.

Lawyers Weekly’s Legal Tech Guide 2024 aims to assist legal departments and law firms in harnessing the power of legal technology to improve their day-to-day and equip them with the knowledge and tools necessary to thrive in the digital age.

This guide leverages the knowledge and expertise of leading legal tech providers, consultants, and platforms to provide key insights across eight key areas of legal technology:

- Artificial intelligence
- Cash flow software
- e-Discovery
- PII compliance
- Practice management
- Tech consulting
- Timekeeping
- Workflow management

On behalf of Lawyers Weekly and our partners, we hope this guide is instructional and educational in helping drive efficiency within your legal workplace, helping to elevate your practice and deliver exceptional client outcomes.

Lauren Croft

News editor
Lawyers Weekly



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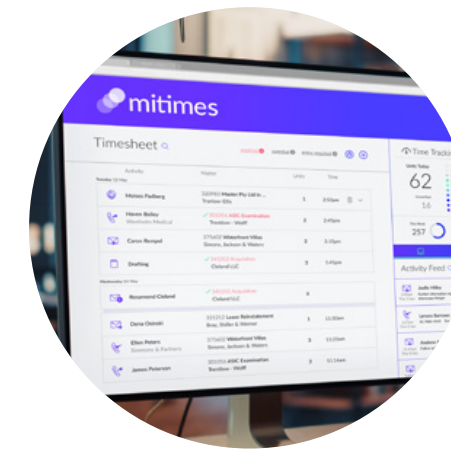
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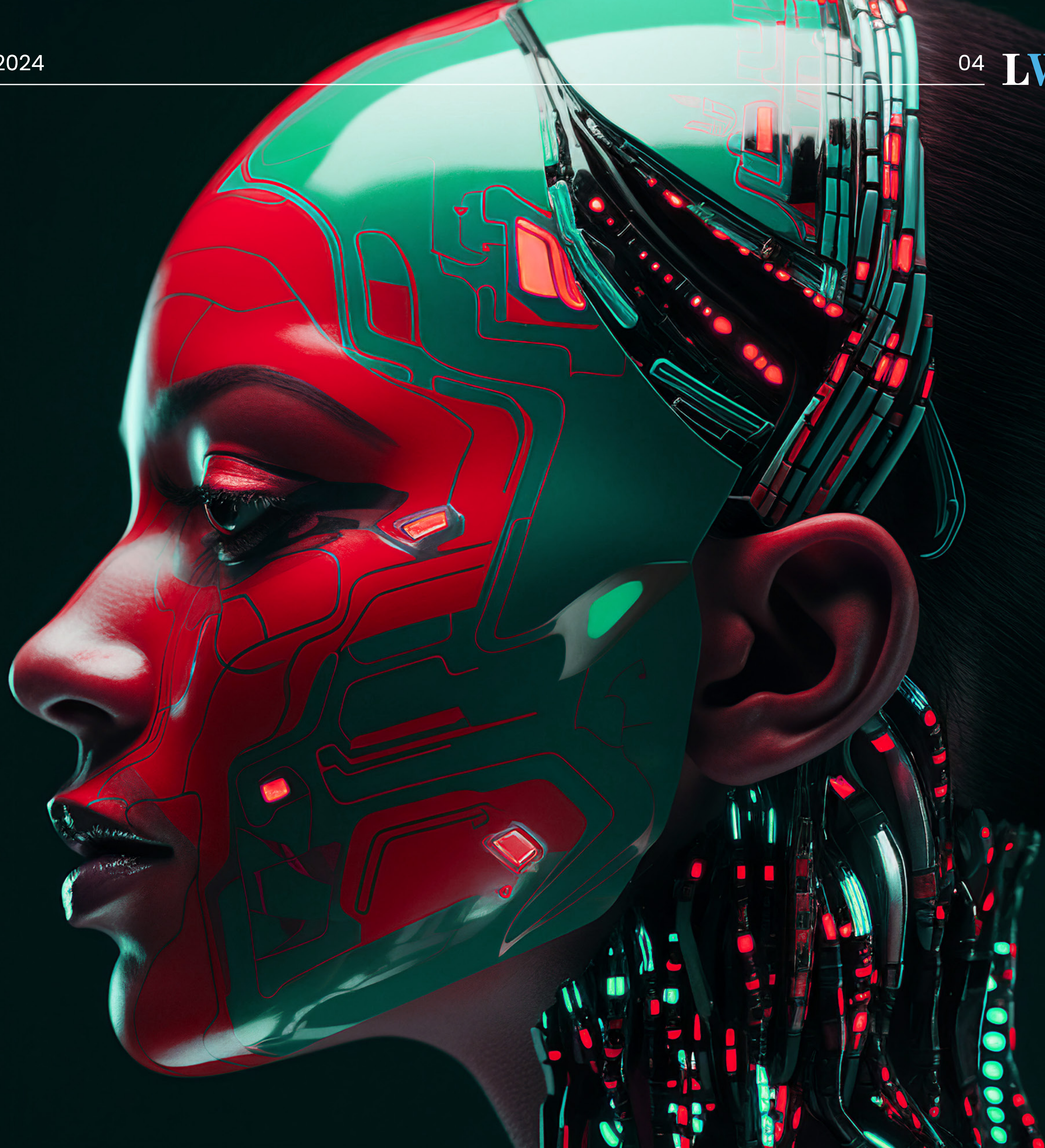
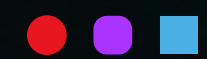
Workflow Management

In 2023, manual, menial and mundane tasks are beginning to be automated in every industry – the legal profession being no exception.



ARTIFICIAL INTELLIGENCE

Artificial intelligence (AI) has made global headlines this year and prompted waves of change within the legal profession.





AS THE majority of the legal profession now has a basic knowledge of generative AI and the opportunities around it, this tech will be increasingly integrated into firms, according to legal research and technology solutions provider LexisNexis.

“We are likely to see an increasing demand for the ability to customise AI tools, [which] are likely to come at an additional cost but may be where firms see some of the best results,” said Lindsay O’Connor, LexisNexis general manager - content.

“Some of the initial excitement and concern around AI will die down as the industry realises that these platforms are additional tools at a lawyer’s disposal and that, when combined with a lawyer’s judgement, experience, and communication skills, can be invaluable to delivering the best possible client outcomes.”

Towards the end of this decade, the legal profession will likely see AI being fully integrated into all aspects of legal work.

“We’ll see a more general adoption of AI for specific user cases, as the potential risks around AI are more successfully mitigated and lawyers upskill in this area. Some of these use cases include documenting

drafting and review, assisting with legal research using tools such as Lexis+ and Lexis+ AI, providing greater insights for legal strategy, using tools such as LexisNexis Argument Analyser and helping to predict case outcomes,” Ms O’Connor said.

“Ultimately, we’ll see AI being used to automate lower-value processes and tasks whilst freeing up time for lawyers to focus on client-facing activities, higher-value work and more complex issues where human judgement is required.”

Risks and opportunities around AI

However, Ms O’Connor said that while AI presents multiple opportunities to increase efficiency for lawyers, there remain challenges and potential pain points to be aware of, particularly when using publicly available models such as ChatGPT.

These risks include:

- Risk of bias.
- Ensuring up-to-date content.
- Accuracy and the risk of AI hallucination; AI models are trained for fluency over accuracy.
- Lack of citation authority for responses and difficulty verifying if the information is correct.

- Intellectual property issues, particularly relating to copyright.

“Many of these risks can be properly mitigated with an appropriate AI policy for the firm and proper training. Some firms may also want to consider adopting solutions [that] have been developed by experts in legal information, such as LexisNexis,” Ms O’Connor explained.

“When developing our AI solutions, we are guided by the **RELX Responsible AI principles**, which ensure we mitigate many of the above risks, for example, by training our models on our own expert-written, proprietary content and ensuring robust testing methodologies involving subject matter experts at every step of the process.”

For legal teams and law firms alike, being aware of these risks and how to mitigate them, as well as being properly trained on AI, should be a key priority.

“One way to expedite the adoption of such technologies within your firm is to establish an AI working group who can upskill to become the firm’s experts in this area and actively explore opportunities for the adoption of AI, either within specific practice areas or firm-wide. They can be



ULTIMATELY, WE’LL SEE AI BEING USED TO AUTOMATE LOWER-VALUE PROCESSES AND TASKS WHILST FREEING UP TIME FOR LAWYERS TO FOCUS ON CLIENT-FACING ACTIVITIES, HIGHER-VALUE WORK AND MORE COMPLEX ISSUES WHERE HUMAN JUDGEMENT IS REQUIRED.

Lindsay O’Connor
LexisNexis general manager - content



tasked with actively looking for opportunities and conducting small-scale experiments to test the potential benefits to the firm,” Ms O’Connor said.

“There are additional opportunities for those who are interested in upskilling in areas such as prompt engineering. Learning best practices for how to draft effective prompts will be a key skill that lawyers need to develop in the future.

“By learning how to draft effective prompts, lawyers can maximise the accuracy and relevance of responses when interacting with AI systems by selecting the right words to describe the task that the AI must perform and providing sufficient guidance to help the model generate high-quality responses. It’s a task that lawyers are well placed to excel at since they are used to tasks requiring attention to detail that require them to think creatively.”

Lawyers can also benefit by signing up for specialist programs, such as the LexisNexis AI Insider program, which includes early access to legal AI tools and specialist webinars and podcasts. Lawyers can join the program by scanning the QR code to the right.

There are also key techniques around the



For more information on the LexisNexis AI Insider program, scan the QR code or [click here](#).

implementation of AI that Ms O’Connor said will gain traction in the coming years – the provision of citations and retrieval-augmented generation (RAG) being two that LexisNexis is focused on.

“Provision of citations is one of the ways to minimise the risk of hallucinations to ensure that users can independently verify the information being generated by AI tools. Currently, the freely available large language models (LLMs) don’t offer this facility, but it will be a growing area and one we are focused on at LexisNexis,” Ms O’Connor added.

“RAG is also a technique a lot of people will not have heard of yet. It is a useful framework to ensure LLMs are grounded on the most accurate and up-to-date information available. Adding an



information retrieval system that provides the data that is used by the LLM when it formulates a response can minimise the risk of hallucinations and help with potential content currency issues as the original training data becomes out of date."

Integrating AI into existing systems moving forward

In terms of integrating AI into existing internal systems and processes, firms should start with an audit of existing systems and workflows to identify the areas where AI could add the greatest value – in repetitive tasks or data analysis in particular.

Firms should also have "well-defined pilot projects" to test AI integration before expanding to other areas and tasks. They should focus on "clean, accurate and properly labelled training data" when starting these projects.

"Ensure you have a process in place to provide human oversight of any AI systems. It is also important to gather feedback on the performance of the system to correct and improve the AI system over time," Ms O'Connor advised.

"At LexisNexis, we've been using AI technologies for many years to augment areas such as search

relevance, and we're now using it to drive the process of delivering greater insights to users as part of new products, such as Lexis+, Lexis+ AI, and Argument Analyser. LexisNexis is also collaborating with Microsoft to explore ways we can bring legal-specific capabilities into the Microsoft environment."

Moving forward, clients will also increasingly expect lawyers to be using AI – and lawyers will need to balance these client expectations against the realities of mitigating the risks associated with AI.

"Lawyers will need to be sure they have robust processes in place to ensure that client data is protected at all times and that if they are using generative AI tools, they have a good understanding of the copyright implications," Ms O'Connor added.

"Adopting specialist AI tools that have been developed by experts in the legal information space is a good place to start whilst firms work out what they want to use AI for.

"It's important that firms take a human-centric approach to adopting AI systems, starting with the pain point or problem they want to solve and then asking how AI might help in that space." ●

Who is LexisNexis?

LexisNexis is a leading global provider of legal content and technology and serves customers in more than 175 countries with 10,000 employees worldwide as part of RELX Group, a global provider of information and analytics.

The provider endeavours to advance the rule of law across the world by providing solutions to law firms, governments, universities, and in-house corporate lawyers.

With over 10 years of experience in AI, LexisNexis provides legal firms with the tools to be more efficient and effective.

With solutions to increase productivity and reduce risk, enhance reputation, build trust, and provide better outcomes, LexisNexis helps legal professionals act with insight, make more informed decisions, increase productivity, and serve their clients better.





CASH FLOW SOFTWARE

In today's digital legal landscape, cash flow software plays a pivotal role in driving efficiency in law firms.





THIS TECHNOLOGY streamlines financial processes and facilitates faster invoicing and payment cycles, addressing cash flow challenges directly. Cash flow automation tools also ensure financial compliance and foster a more agile legal workplace, enabling law firms to be more innovative and modern.

FeeSynergy is used by hundreds of accounting and legal firms across Australia and New Zealand to automate cash collections and improve cash flow. Its flagship software platform, FeeSynergy Collect, is a user-friendly solution composed of features all designed to drive improvements in cash flow, mitigate risk and improve management oversight.

Being integrated with leading practice management systems, key features include automated email reminders, direct debits, online payments, client self-serve invoices and statements, monthly payment facility, generation of engagement letters and proposals, and digital signatures.

“Most legal practice management systems have only basic debtor management and payment capabilities. Having had a long history of debtor management with accounting firms dating back to 2006 placed FeeSynergy in a strong position to extend its offering

to the legal industry in 2018,” FeeSynergy founder and director Miki Simonovski said.

“FeeSynergy recognised a huge opportunity to improve the invoice payment experience of legal firms like they had with accounting firms and hence improve the firm’s cash flow utilising its best-in-class technology.”

Technology like this has evolved significantly in recent years – and in the face of global economic turbulence, is now more vital to law firms than ever before.

“More sophisticated legal firms, in particular mid-law-sized firms, recognised years ago that they needed to harness the power of technology to improve their client billing experience and improve better cash flow outcomes for themselves,” Mr Simonovski added.

“Given the prevailing economic downturn, utilising technology to better manage debtors and payments will now be a must-have for all firms, not just the sophisticated mid-law firms. Carrying debtors in a low-interest rate environment (sub 2 per cent) may have been acceptable, but with recent rate increases (now approximately 7 per cent), this has now made it a very avoidable expense to the firm. This does not even factor opportunity cost into the equation.”



LEGAL PRACTICE MANAGEMENT SYSTEMS HAVE ONLY VERY LIMITED/BASIC DEBTOR MANAGEMENT CAPABILITY, MAKING DEBTOR MANAGEMENT VERY MUCH A MANUAL PROCESS.

Miki Simonovski
Founder and director of FeeSynergy





Cash flow software solving problems for firms

To assist law firms day-to-day, FeeSynergy adopts a specific approach.

This typically involves:

- Redesigning the invoice template to include payment links to the firm’s website, where FeeSynergy installs a card payment gateway that enables the firm’s clients to make a card payment to the firm 24/7 from the firm’s website.
- Customising and configuring the FeeSynergy platform to send automatic email reminders to clients on a set schedule.
- Making invoices and statements accessible by the client via links on payment reminder emails, card payment gateway and invoice copies. This results in a terrific client experience because they no longer need to contact the firm when they have misplaced or not received an invoice; they can just serve themselves 24/7.
- Built-in internal payment arrangements and fee finance arrangements are available with just a couple of clicks of a button. Given the economic conditions now prevailing, these payment options have become critical.

- A feature that is growing in popularity among law firms is the ability to automatically deduct from a client’s account (via a bank-approved direct debit authority) monies that have been agreed with the client.

As such, cash flow software like these can help with systems and resourcing, as firms typically find it difficult to attract the right people to debtor management roles.

“Legal practice management systems have only very limited/basic debtor management capability, making debtor management very much a manual process,” Mr Simonovski said.

“In the current economic climate, the highest interest rates since 1990, highest credit card balances in the last three years, lowest building approval rates in the last 10 years and high levels of inflation ... all these points to cash flow strain now and into the future for the clients of law firms and thus also the law firms themselves.”

There are also a number of key trends within the cash flow space making an impact in the current legal market, including direct debits, the rise of fee finance, money held more in trusts, and the Australian New Payments Platform rollout of the new PayID and

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To learn more about how FeeSynergy can assist you, [click here.](#)



soon-to-be-released PayTo capability, which will promote a “safer” movement of funds in real time.

“It should be noted that these initiatives will only aid clients that have the funds in their accounts. Cash flow is already being negatively impacted [by] the worsening economic conditions for most businesses. Given the more difficult economic times we are now in, and likely to be for some time, we are already seeing firms tighten up on which clients they accept and the requirements for clients to pay a larger amount upfront or into the firm’s trust account, which reduces the risk exposure for the firm.



“More and more law firms are adopting a fixed fee and/or retainer-type model, which has been around for a long time in the accounting industry. As part of this process, a client is placed on a direct debit arrangement, which allows the law firm to automatically deduct monies each week, month, or quarter from the client’s nominated account,” Mr Simonovski explained.

“We have also seen a very material uplift in the use of fee finance across our Australian and New Zealand businesses. Fee finance is a cash-flow-friendly solution that allows a firm’s clients to apply for finance with FeeSynergy to pay outstanding invoices due and payable to the firm.

“Under this payment option, FeeSynergy settles the full debt owed to the firm, and the client repays FeeSynergy in manageable monthly instalments.”

For law firms, cash flow software can make them a more progressive choice for staff, increasing attraction and retention rates and increasing efficiency while scaling their business.

Implementing cash flow automation tools can also keep the banks happy and improve the client experience, Mr Simonovski concluded.

“Banks like to see firms with strong balance sheets but carrying low levels of debtors. During more tough economic times, they are more likely to lend to firms for growth initiatives, not to fund their debtors.

“Clients now expect more from their suppliers, including their law firm. A law firm that does not have the ability for a client to pay their invoice on their website is sending the wrong message to its client. Firms need to be promoting that they are embracing technology and demonstrate this by making client self-service a priority.

“Having the ability for their clients to pay from a link on invoice or a reminder email, being able to click on a statement to drill down to each invoice should be a minimum standard all law firms deploy for their client’s self-service ability,” he said.

“Every law firm is also a business, so the importance of cash to a law firm should be one of its top KPIs. Achieving a higher bank balance resulting from carrying a lower level of debtors is always the outcome we achieve for our client firms. This means firms have more options available to invest in their business and make higher returns for their shareholders.” ●

Who is FeeSynergy?

FeeSynergy is an industry-leading software platform featuring integrated business technology and payment solutions seamlessly connected to leading practice management systems, ensuring your firm not only gets paid faster but operates with unparalleled efficiency and compliance.

It goes beyond traditional solutions, addressing regulatory concerns and optimising operational efficiency in debtor management.

What sets FeeSynergy apart is its unparalleled integration with practice management systems, providing a cohesive and streamlined experience for legal practitioners.

Enjoy the benefits of faster payments, enhanced invoicing processes, and a platform uniquely tailored to the needs of the legal industry in Australia and New Zealand.





E-DISCOVERY

e-Discovery is the process of identifying, collecting, and producing electronically stored information (ESI). ESI can be applied to a wide range of digital data, such as emails, documents, databases, spreadsheets, instant messages, social media content and more.





THE E-DISCOVERY process has become a form of digital investigation that seeks evidence in data that could be used in litigation or criminal proceedings.

In recent years, this type of software – provided by companies such as Relativity – has played an increasingly important role in streamlining and automating various stages of the e-discovery process, making it more efficient and cost-effective.

Relativity makes software to help legal professionals organise data and discover evidence and offers end-to-end cloud review software and built-for-purpose AI technology.

According to Relativity applied science senior director Aron Ahmadi, managing director and VP of sales, EMEA and APAC, Georgia Foster, and law firm strategy marketing director Cristin Traylor, e-discovery is likely to be impacted well into 2024 as the legal industry grapples with modern data types, including short message data from chat applications like Slack and Microsoft Teams.

“We’re at an inflection point in terms of what the future of the e-discovery and broader legal industry will look like, making it impossible to predict the magnitude of how things will continue to evolve.

“However, it will be increasingly important that lawyers are competent in the legal technology that their teams or their opposition are using, as well as the evolving capabilities of new technologies that support their ability to analyse and provide solutions to legal problems,” they said.

“New applications are not designed with e-discovery in mind, so technology providers will need to quickly pivot to address new data sources. These data sources often contain the most interesting and impactful information and conversations within a case, which may be the determining factors in litigation and investigations.”

Challenges in e-Discovery

Data growth in this space is exponential, creating a multitude of downstream challenges for legal professionals. As such, Relativity is assisting organisations that want to transition to the cloud so their legal teams can take advantage of those continuously evolving solutions.

“From the fundamental challenges of having significantly more data than manpower to the nuanced challenges involved with managing modern data types, legal teams are finding themselves at the centre of a data crisis. If legal professionals

aren’t leveraging the latest technology enabled by cloud-based software, they can quickly find themselves unable to provide the same levels of service to their clients,” the Relativity team explained.

“One developing challenge that will continue to disrupt legal teams is managing short message data, which in Relativity has increased more than 430 per cent year over year and is expected to surpass email by 2024.

“This data is quite different from traditional forms of electronic evidence and can quickly become distracting, as well as slow processes down if lawyers don’t have the right technology in place to organise and analyse it.”

To manage the influx of data and modern data types, cloud-based software offers significant benefits for lawyers to securely capture, store and utilise that data, including the application of analytics and the latest innovations in AI.

“At Relativity, we’re excited by the prospect of generative AI, and what it can achieve for legal use cases – particularly where it can augment human capabilities for significantly more efficient and accurate outcomes. In conjunction with the benefits of AI, the latest tech comes with challenges,



WITH NEW CHALLENGES AND NEW TECHNOLOGIES THAT WILL COMPLETELY TRANSFORM HOW LEGAL PROFESSIONALS APPROACH THEIR WORK, IT'S AN EXTREMELY EXCITING TIME TO BE IN E-DISCOVERY.

Aron Ahmadia

Senior director, applied science at Relativity



including algorithmic bias as well as security and privacy concerns. Relativity focuses on delivering transparent, purpose-built solutions along with defensible technologies; we fully embed privacy as part of our AI design process,” Dr Ahmadia, Ms Foster, and Ms Traylor added.

“We also use various operational, contractual and security measures to align with technical and procedural safeguards. Relativity also dedicates time towards education of the legal industry by sharing the results of our experimentation and testing and providing best practices in the use of AI technology in e-discovery.

“As AI technology continues to progress rapidly, it will remain imperative that AI is developed thoughtfully and responsibly. Relativity has AI principles that guide our product development and underscore our commitment to our community. Technology users should hold vendors to a high standard of AI accountability.”

These AI capabilities come with a lot of power, resulting in purpose-built solutions to meet the unique needs of the e-discovery industry.

“Our first GPT-4-enabled product, aiR for Review, substantially accelerates various stages of

litigation or investigative review, delivering rich case analysis with greater speed and quality. Relativity will also continue to invest in developing more AI-based solutions that will have a significant impact on users and the way they do work for their clients,” according to Relativity.

“Of course, every useful technology requires human intelligence to run it, so another key opportunity is building a network of legal and technology professionals available to help solve increasingly complex data challenges.

“Relativity Partners help maximise the value lawyers get from our products like RelativityOne with customised end-user playbooks and templates, decreased spend with data migration and software consolidation, and minimised risk with consultation on analytics adoption and cross-matter process design.

“Relativity also has Developer Partners, who focus on building applications and integrations for Relativity products. These apps are available in Relativity’s App Hub, and if there’s the appetite, lawyers can work directly with a developer partner to create new, custom applications that suit their individual needs.”



2024 and beyond

Moving into next year, e-discovery is likely to continue to realise the value of emerging tech earlier than other industries – something which Dr Ahmadi, Ms Foster, and Ms Traylor said means that lawyers have a “duty of competence” in understanding generative AI, its use cases and other emerging legal tech.

“With new challenges and new technologies that will completely transform how legal professionals approach their work, it’s an extremely exciting time to be in e-discovery. In 2024, Relativity looks forward to empowering the legal community to solve challenges like data breach response, contract review, personal information detection, and document review with new AI-based solutions and bringing defensible innovation at scale.

“Additionally, Relativity anticipates that in 2024, short message communication methods will surpass email in its platforms. As organisations continue to rely on messaging channels for their standard business practices, e-discovery teams need a way to capture, review, and analyse short message content across platforms for litigation, compliance reviews, and investigations,” they added.

“Lawyers should be prepared to deal with the explosion of short messages, linked documents, and collaboration platforms. Relativity can create intuitive workflows for collection, processing, review, and production of these data sources so that legal professionals can use this evidence to win their case or advise their clients on risks.”

To learn more about how Relativity can assist you with e-discovery, [click here](#), and to join in on the conversation about the evolving state of the industry, [register for free](#) to attend one of Australia and New Zealand’s largest gatherings of e-discovery professionals. ●



Who is Relativity?

Relativity has more than 300,000 users in approximately 40 countries, serving thousands of organisations globally, primarily in legal, financial services and government sectors. Its flagship SaaS product, RelativityOne, manages large volumes of data and quickly identifies key issues during litigation and internal investigations.

Relativity’s proprietary built-for-purpose AI technology also drives incredible efficiency for those using RelativityOne and its Extend products, which integrate with RelativityOne and enable lawyers and e-discovery professionals to unlock more value from their data; these products include:

- Relativity Contracts
- Relativity Data Breach Response
- Relativity Personal Information Detect
- Relativity Legal Hold, and
- Relativity Privilege Identify.



PII COMPLIANCE

It's a challenge to keep up with the evolving and diverse legal landscape for personally identifiable information (PII) compliance and to implement effective and consistent policies and practices that ensure the protection of PII across different jurisdictions and domains.





FORTUNATELY, Australia and the wider Asia-Pacific region now have a newly strengthened solution.

In November this year, Morae doubled its global capacity for managed legal solutions with its strategic acquisition of Exigent, a UK-based technology and managed legal services provider.

The combined company created one of the legal industry's largest, most experienced providers in the world with an unparalleled array of solutions – from proprietary and leading third-party technologies to technology- and AI-driven managed solutions.

Morae is now applying its strengthened capabilities to solve PII compliance, which refers to legislation around the storage and removal of personally identifiable information held in company records.

The provider conducts a gap analysis by gathering all existing governance protocols as well as relevant documents and data, provides recommendations to enhance firms' and legal departments' existing processes and create new ones, flags any potential compliance barriers, amends and drafts all necessary policies, and helps put them into action.

Allan Rees-Bevan is the managing director – APAC solutions at Morae, and Simon Meiklejohn is the global director of client success – legal and tech hub at Exigent – a Morae company. In terms of how PII compliance is set to evolve and change moving forward, they said that Australia's privacy laws are undergoing an overhaul in the wake of several high-profile data breaches – such as Optus, Medibank, and HWL Ebsworth.

“New legislation is expected, which places greater responsibility on all organisations to remove or protect personal information, for example, tax file numbers, dates of birth, passport numbers and credit card numbers. The looming task is mammoth, especially in organisations [that] have been storing the data for years,” the pair said.

“The problem now is how to find that data, and then how to protect that data at scale. Organisations need to start working on solving this problem before the legislation changes and before they get breached.”

Exigent has a proven track record of curating optimal automated solutions in response to real-world problems, saving organisations millions of dollars a year, according to Mr Rees-Bevan and Mr Meiklejohn,



THE GREATEST CHALLENGE FACING FIRMS TODAY IS THE SHEER VOLUME OF DATA AND NUMBER OF SYSTEMS OF RECORD. WHERE IS THE PII DATA? HOW MUCH DATA IS THERE? HOW OLD IS THE DATA?

Allan Rees-Bevan (left), managing director – APAC solutions at Morae, and **Simon Meiklejohn**, global director of client success – legal and tech hub at Exigent





who confirmed that this type of PII solution was the way forward in a digital environment.

“Morae is now able to use a powerful mix of proprietary and sourced technology, coupled with human expertise, to create end-to-end solutions. It is Morae’s ability to understand the problem, visualise the data flow and create the automation that makes the PII compliance problem solvable, complemented by Morae’s proven cyber breach response experience.

“Exigent has been searching, locating, extracting, analysing, and redacting multi-language documents/data for organisations across the world for many years. Using the same processes combined with Morae’s unrivalled information and document management expertise, PII compliance becomes an easy problem to solve, at scale,” the pair explained.

“Our PII compliance solution searches through structured and unstructured data, locates and optionally extracts or reports PII, and then redacts the source data. Any type of PII can be located, optionally extracted and redacted, ensuring compliance. The solution can also be continuously used to monitor new data for any PII.”

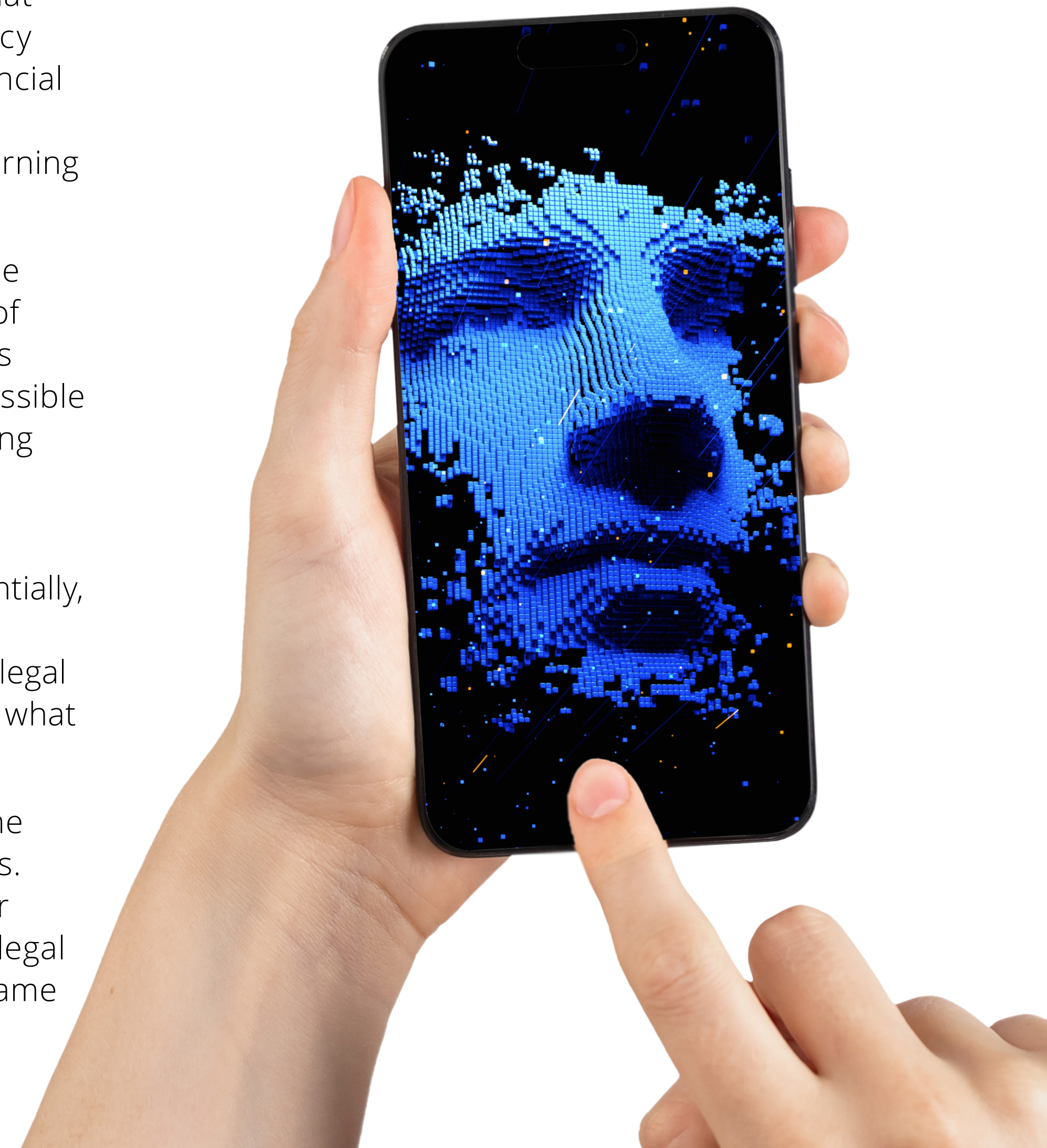
PII compliance as a solution

Failure to comply with PII compliance means that businesses will fall short of industry data privacy standards, resulting in potential fines and financial liabilities. Managing this compliance can be extremely difficult, with more organisations turning to automated tools instead.

“The greatest challenge facing firms today is the sheer volume of data and number of systems of record. Where is the PII data? How much data is there? How old is the data? Faced with an impossible task, even the best-resourced and best-meaning firms will fail to become and stay compliant,” Mr Rees-Bevan and Mr Meiklejohn added.

“The volume of data will only ever grow exponentially, and the only way to maintain this data is with a well-developed solution that draws on years of legal tech experience and domain knowledge. This is what Exigent and Morae can bring to the table.

“All workplaces, not just legal, will have the same problem and will be governed by the same laws. Legal has the bulk of the PII problem, and other organisations would learn from how we assist legal teams over the next year and implement the same controls and solutions.”





Ensuring they are not in breach of new privacy and data laws will also be a key challenge for legal workplaces moving forward, with Mr Rees-Bevan and Mr Meiklejohn emphasising that an automation tool like Exigent would be instrumental in making this transition easier.

“Legislated compliance is a big step for Australia. Law firms and all other organisations will have to quickly ensure they are not in breach of new privacy laws.

“Add to that the continuously growing likelihood of data breaches and exposure of a firm’s most sensitive data (client contracts and personal information), and you can see why Exigent’s PII compliance solution is a market changer,” they concluded.

“Certainty around data security has become paramount, and having to rely on humans to find and secure content buried in millions of records is untenable and raises the firm’s risk profile considerably. Using Exigent’s PII compliance solution will give firms the comfort and surety they need to move forward towards the incoming privacy laws and allow them to ensure their clients are looked after in this changing landscape.” ●

Who is Exigent?

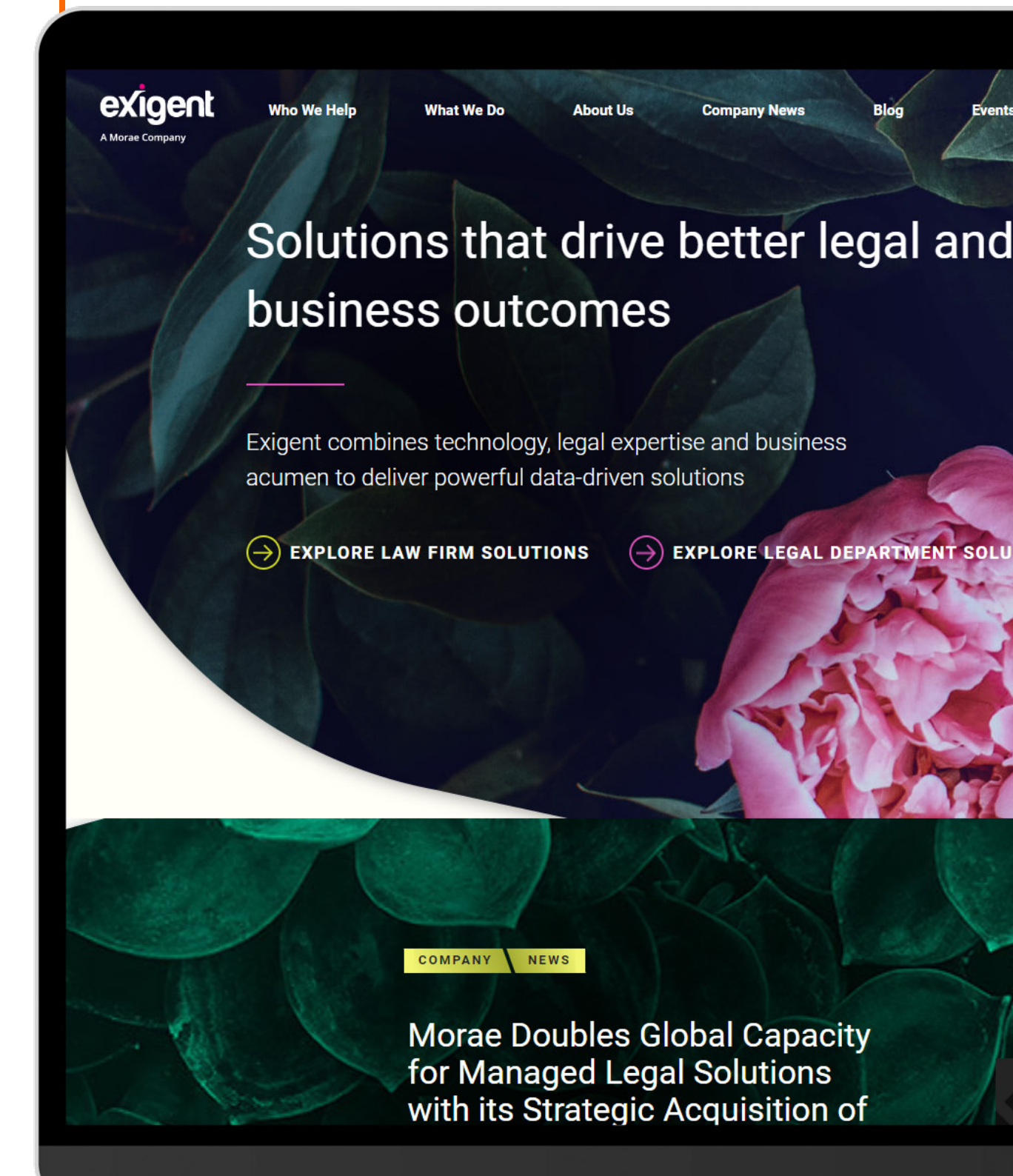
Exigent stands at the forefront of legal innovation as a UK-based technology and managed legal services provider with a global reach. Supporting law firm and corporate legal department clients worldwide from Bangalore, India and Cape Town, South Africa, Exigent brings a unique blend of deep legal tech knowledge and a profound understanding of legal processes to the table. The recent integration with Morae, a US-based company with a global footprint, has resulted in one of the legal industry’s largest and most experienced providers.

What sets Exigent apart is its commitment to putting more time back into lawyers’ days, making legal practices more profitable and cost-effective.

The company’s comprehensive solutions, backed by cutting-edge technology and AI-driven managed services, have a proven track record of transforming the way law firms operate. By leveraging Exigent’s expertise, legal professionals can streamline processes, enhance efficiency, and ultimately achieve more productive outcomes, saving valuable time and millions in revenue. Exigent is not just a service provider; it’s a strategic partner empowering the legal profession to thrive in a rapidly evolving landscape.



To learn more about how Exigent can assist you, [click here](#).





PRACTICE MANAGEMENT SOFTWARE

Practice management software is growing in popularity among firms for its ability to drive efficiencies and assist in day-to-day tasks, catapulting the legal profession into the modern, digital age and forcing lawyers to become more technology-literate.





AS THE legal technology sector rapidly advances, PracticeEvolve stands at the forefront of this exciting era. For over 20 years, the legal practice management software provider has not only witnessed but also actively shaped the evolution of legal tech. This period of growth and innovation reflects a deep understanding of the industry's trajectory and a commitment to excellence in legal practice management systems.

Anthony Bryce, PracticeEvolve's national sales manager, shared his enthusiasm for the evolving landscape.

"We've been part of the legal tech evolution for two decades, and we go from strength to strength, continuously evolving our products and services. With our latest cloud-based solutions, we're entering an exciting phase, poised to redefine how legal practices operate," he said.

The pace at which legal technology is evolving has never been faster, and PracticeEvolve is not just adapting but actively leading the way.

"We're at a significant turning point. The integration of automation, AI, and analytics into the fabric of legal work is set to transform the industry," Mr Bryce added.

"Positioned at the forefront of this transformation, our software empowers legal professionals with smarter productivity and accounting tools, all accessible via an all-in-one cloud-based legal practice management solution."

This progressive approach ensures that client engagements will be data-driven, precise, and efficient. It will enable legal professionals to reduce administrative burdens and concentrate on delivering well-informed legal counsel, all while being supported by AI-driven insights.

PracticeEvolve's focus remains firmly on developing user-friendly, impactful software tailored to the specific needs of the mid-tier legal market.

"Our goal extends beyond just providing functional tools; we're about empowering legal professionals in a dynamic environment. With our cloud-native technology, we enable not only smooth integration with other productivity tools but also facilitate remote work and flexibility. This connectivity between systems, professionals, and their clients paves the way for more harmonious operations and service delivery," Mr Bryce explained.

"Furthermore, our free on-demand learning platforms ensure that our clients can easily adapt to

changes in the system and make the most of it. By equipping them with the right tools and knowledge, we're helping them excel in their work, with the added benefits of advanced data, insights, and the agility to work effectively from anywhere."

In the current legal landscape, where access to talent is increasingly competitive, law firms are recognising the need for usability in terms of how the power of any given feature can be best leveraged by the average end user. This is especially relevant amid the talent shortages prevalent in the legal market, prompting law firms to prioritise ease of use in their technology choices.

"Legal professionals are looking to concentrate on their primary expertise – practising law, not managing complex software configurations. Our streamlined, agile, cloud practice management system caters to this need. It removes the complexities often found in highly customisable systems that may require extensive coding knowledge. While customisation is often important, many of our clients can benefit from a turnkey solution provided with best practice in place," Mr Bryce said.

"The real value of a streamlined solution like ours lies in its continuous updates and refinement.



It's built for ease in deployment, use, and training. This approach minimises the challenges and costs associated with in-house customisations, which are particularly pertinent when onboarding new staff, adapting to legislative changes, or maintaining bespoke processes that once depended on seasoned professionals who are becoming increasingly hard to find.

"The coming years will be pivotal. By 2029, the success of law firms will increasingly depend on their ability to adapt and make the most of advanced practice management systems. We're excited to guide our clients through this transition, helping them embrace efficient and forward-thinking processes."

Issues and challenges

While the development of practice management systems has "seen a plateau" in innovation over the past 15 years, PracticeEvolve has broken this trend by recognising and responding to the industry's evolving needs with a proactive, market-driven approach aimed at helping mid-tier firms navigate operational issues and respond to industry challenges.

"The legal tech market faces several hurdles. There's a general resistance to change, concerns about data migration, and misconceptions about cloud

technology. Additionally, as technology becomes more complex, there's a growing need for improved useability within the software," Mr Bryce said.

To combat the resistance to change, PracticeEvolve focuses on user-friendly, cloud-based solutions that demonstrate clear benefits over traditional systems and ensures secure and efficient data transfer, helping firms move from outdated systems to their modern solution without data loss or compromise.

"Our approach is straightforward. We make the transition to our systems as smooth as possible, minimising disruption and maximising user acceptance," Mr Bryce said. "We understand the sensitivity and importance of data in legal practices. Our migration processes are tested and fine-tuned to be secure, reliable, and seamless. Additionally, our cloud solutions are not just hosted online; they are built from the ground up to leverage the cloud's full potential, offering scalability, flexibility, and enhanced security."

PracticeEvolve also leverages advanced features like AI, making them accessible and beneficial for everyday use.

"We demystify technology. Our AI and analytics are integrated into the system in a way that's easy to use

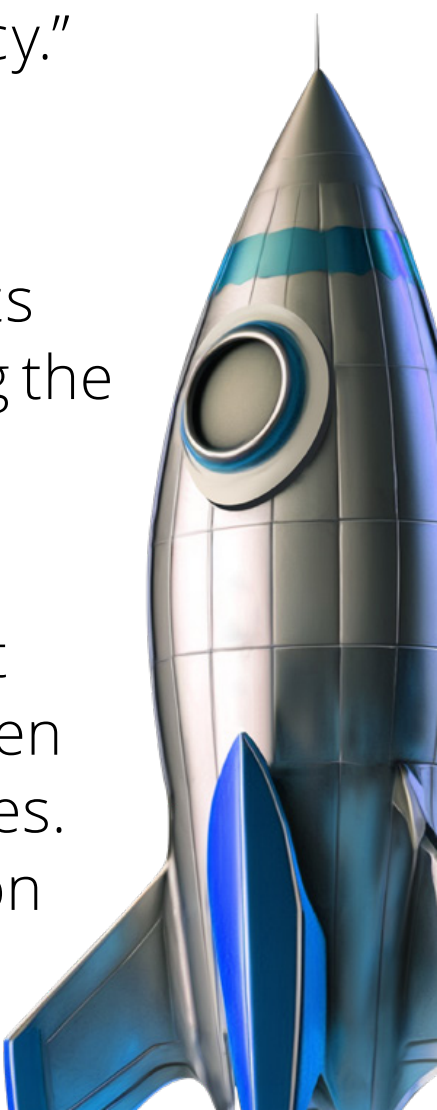
and understand, enhancing productivity without overwhelming our users. We're not just responding to industry challenges; we're anticipating them. By addressing each hurdle head-on, we're leading the way in transforming legal tech, making it more accessible, secure, and effective for the mid-tier legal market," Mr Bryce confirmed.

"Central to our approach is the 'software with a service' philosophy. This means not only providing state-of-the-art technology but also ensuring that our clients have the support and expertise they need to make the most of our systems. It's about partnering with our clients at every step, offering tailored assistance and resources like our on-demand learning platform, EvolveCommunity, to empower users and promote self-sufficiency."

Trends and best practice

As the legal technology landscape continues its rapid evolution, several key trends are shaping the future of the profession.

"AI and machine learning are revolutionising our approach to data. These technologies sort through information at speeds we've never seen before, offering deeper insights and efficiencies. However, this also places a greater emphasis on





cyber security. Protecting client data has never been more important,” Mr Bryce said.

The post-pandemic world has further highlighted the critical role of technology in enabling remote work – with the transition from office-based to remote or hybrid work models being another key focus area.

“The technology to support a fully remote working model is catching up. Our systems do more than streamline processes and automate tasks. They provide analytical insights that can be essential for monitoring workloads and wellbeing, ensuring operational efficiency while caring for our team members,” My Bryce said.

The legal sector is also witnessing a demographic transition. A new generation of lawyers, predominantly Millennials, is surpassing the older generations in numbers. These tech-savvy professionals are not only looking for tools that boost efficiency but also align with firms that share their technological preferences.

“This demographic shift creates a challenge for firms. Firms must innovate and adapt to retain talent, with digital literacy becoming as crucial, if not more, as traditional legal expertise. We’re observing a shift towards adaptable, user-friendly solutions, particularly in cloud technology. This is reflected in our sales data,

which shows an impressive 135 per cent increase in global user sign-ups this year. It’s noteworthy that 90 per cent of these new users opt for our cloud solutions, indicating a strong preference for this technology. Our cloud-native legal accounts platform, specifically designed for the legal market, sets a new standard rather than just keeping pace,” Mr Bryce added.

“We’ve made accessing legal software through modern internet browsers simple, eliminating the need for VPNs or dedicated servers. The time is ripe for legal professionals to fully adopt these cloud-based solutions.”

For lawyers aiming to maximise efficiency, cost-effectiveness, and client service, embracing data analytic tools and pivoting from traditional operational models to a more client-centric approach is crucial.

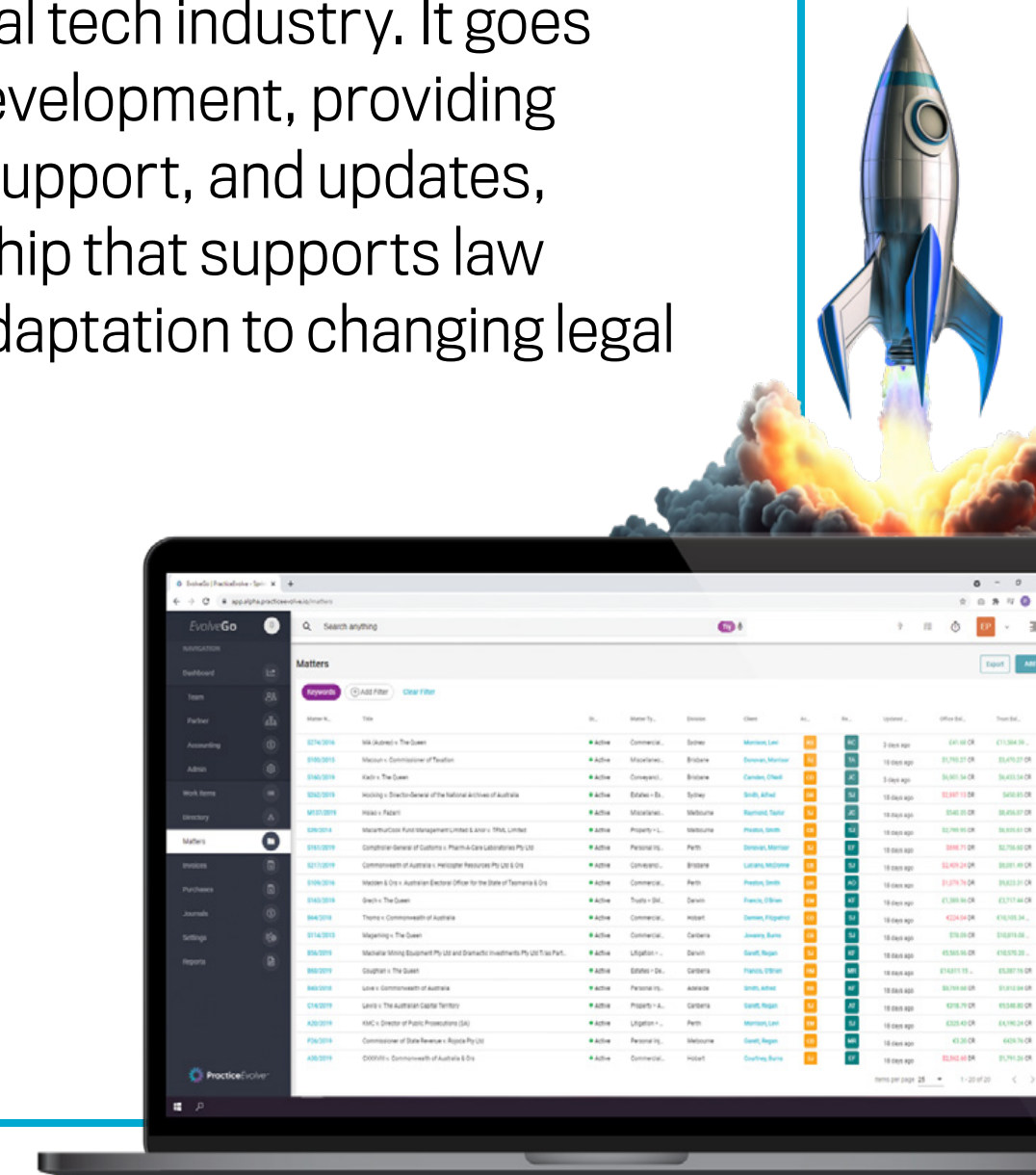
“This shift affects everything from billing practices to staffing. Using data-driven insights from platforms like PracticeEvolve helps align strategies with client objectives, strengthening trust and building lasting relationships,” Mr Bryce concluded. “Adopting solutions like PracticeEvolve equips lawyers to meet the challenges of the digital era. It’s about delivering unparalleled client service through innovation and best practices.” ●

Who is PracticeEvolve?

PracticeEvolve, a dedicated cloud practice management software provider, offers a comprehensive solution for mid-tier law firms. Its all-in-one platform combines matter management, document handling, and legal accounts oversight, streamlining operations and boosting efficiency.

Serving a global base of over 10,000 users, PracticeEvolve has established a strong reputation in the legal tech industry. It goes beyond software development, providing extensive training, support, and updates, ensuring a partnership that supports law firms’ growth and adaptation to changing legal tech demands.

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To learn more about how PracticeEvolve can assist you, [click here.](#)





TECH CONSULTANCY

In an increasingly digital world, law firms are having to become more technologically literate than ever, resulting in an increased need for tech consultancies and solutions, particularly around data and cyber security. The impact of tech consulting in the legal profession has gained traction and importance in recent years, with the legal profession increasingly adopting technology post-pandemic.





TECH CONSULTANT and independent provider of electronic evidence advice, Siera Data works with legal, corporate, and government clients to solve data challenges by offering specialist insight. Siera Data founders and directors Samantha Bowie and David Bowie said that when consulting on tech, the company places high importance on being a “safe and proficient pair of hands”.

“For businesses like Siera Data, the way we deliver our services is paramount. We see clients, communication, and collaboration as key. We need to be seen as a partner providing valuable solutions, not a cost overhead,” the pair said.

“Last year, we saw a rapid adoption of all things digital, so to continue being trusted advisors, we need to remain on top of our tools, be available, and to ensure our skill sets are up to date and accurate.

“The changed approach to business practices meant that simple, seamless, and accurate communication became crucial. Part of this includes knowing your audience, being able to educate them, and taking them on the journey with you.

“Understanding and applying different technologies to each custom client solution helps to manage

risk and to be effective advisors. Our efforts need to range from early data assessment through to defensible deletion. There is much ground to cover.”

Particularly as regulation typically lags behind technology, the next five years in this space will be no different – and will be “extremely important” as the use of emerging technology and data sources becomes regulated.

“Processes that are not bespoke will be automated and standardised, and the rate of AI development will require a shift in mindset to one where we can harmoniously coexist together. What used to be the responsibility of general counsel in an old reactive world now becomes the responsibility of the CRO, CDO, and CIO because organisations now need to be proactive,” Mr Bowie explained.

“Technology specialists will become more involved in the security of our client’s confidential information, as the awareness and need for comprehensive information governance systems are paramount in protecting clients against cyber security threats.”

This is nothing new – technology has been ahead of regulation since the rise and adoption of the internet. Now, this issue extends to data analytics, machine learning, cloud computing, and generative AI (GenAI).



WITH CYBER WARFARE ON THE RISE, HAVING GOOD CYBER PARTNERS, SYSTEMS AND VERIFIED BACKUP SOLUTIONS IN PLACE IS VITAL. RANSOMWARE ATTACKS ARE BECOMING MORE SOPHISTICATED, AND REALLY, IT IS THE END USER THAT IS LURED TO THE BAIT.

Samantha Bowie and David Bowie
Founders and directors of Siera Data





“There has been much written about the use and abuse of large language models. There is no doubt that they are a powerful tool, and they are here to stay, but lawyers need certainty in relation to the provenance of the language models, intellectual property risks and even the novel concept of using GenAI as a data source (think hallucination on steroids),” the pair added.

“With cyber warfare on the rise, having good cyber partners, systems and verified backup solutions in place [is] vital. Ransomware attacks are becoming more sophisticated, and really, it is the end user that is lured to the bait.

“Siera Data calls out the ‘trust relationship’ as being the next paradigm of technology as, how does one know who they are really communicating with?”

Challenges in tech consulting

Emerging data sources, technology adoption, the quintessential cowboy, and the overall client experience are all challenges that exist across Siera Data’s legal, corporate and government clients, according to Siera Data.

This extends across raw AI technology as well as technology adoption rates.

“Siera Data has always used some form of AI to get to the prime data core efficiently; however, the technology had been tried and tested and, depending on the application, was always ratified by a data scientist. Although the legal system can be slow moving in some respects, lawyers, judges, and legal associations need to keep pace with GenAI tools and their applications in legal practice,” Mr Bowie explained.

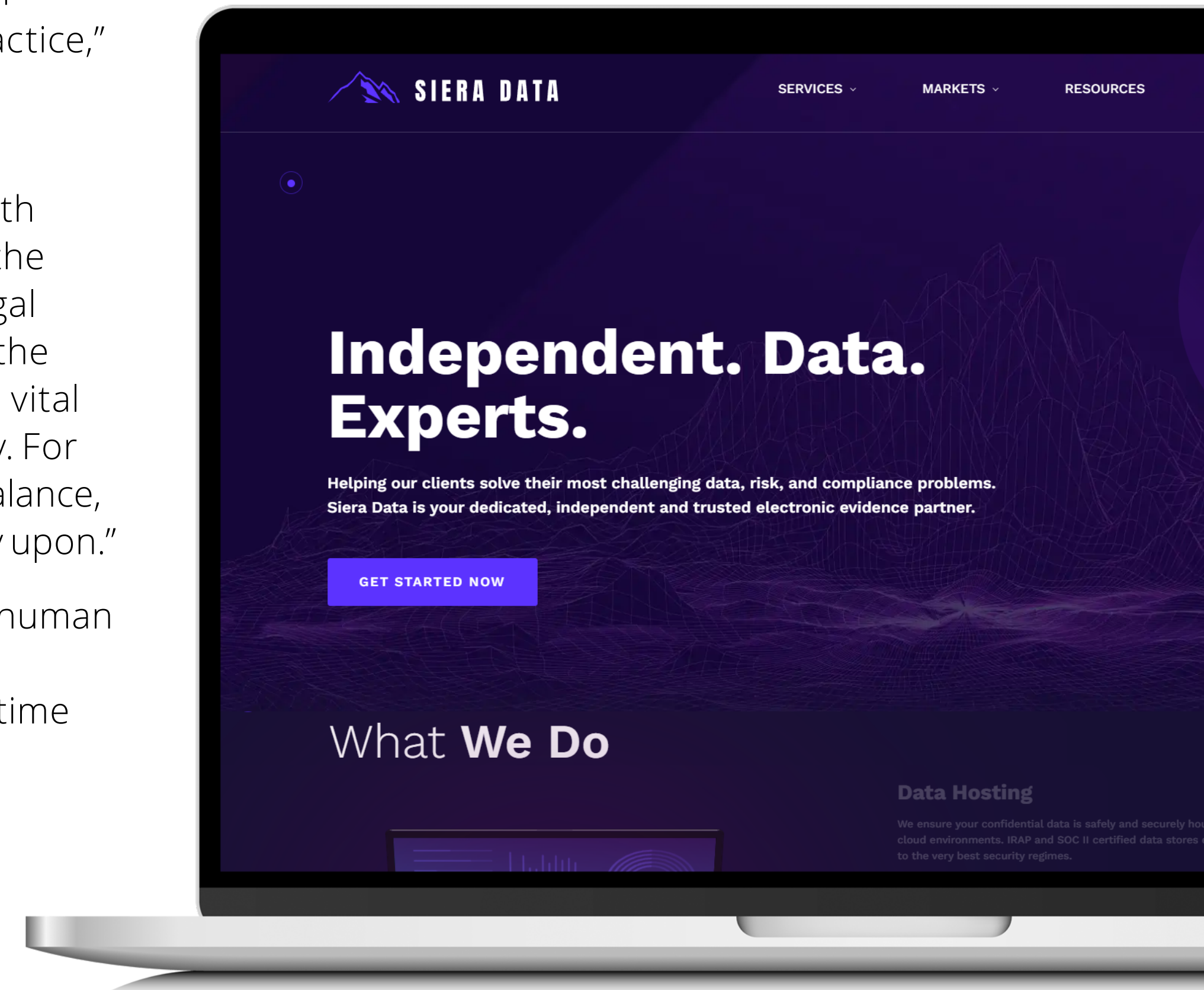
“Whilst we are seeing a greater adoption of technology, time and cost pressures come with a heavy reliance on these tools, and often at the expense of the human resource. What the legal industry has continuously shown us (even in the world of GenAI) is that the human brain is still vital amongst the sea of extraordinary technology. For without the human brain, there is no check, balance, logic, or innovation of the technologies we rely upon.”

Therefore, firms integrating technology with human service are more likely to deliver a rewarding experience for clients while cutting down on time and costs.

“The quintessential cowboy is the ultimate flirtation with the idea that experts aren’t needed; I can just do this by myself.



To learn more about how Siera Data can assist you with data, risk, and compliance, [click here](#).





“However, the consequences of a risk event involving data are now too high to be left to the cowboy. A central component to using technology consultants is to outsource your risk.

“Use the cowboy at your peril. Use an expert and be sure you are doing everything your client and ever-tightening regulations require of you.

“Client experience is perhaps the most damaging pain point. Any technology that makes the client experience more convenient, seamless, and transparent will positively impact a client’s access to justice, job satisfaction, and a better use of resources and cost.

“The challenge for the technology consultant is to ensure fit-for-purpose outcomes whilst minimising the pain of change,” Ms Bowie added.

“Communication is key at Siera Data, and our trusted partner relationships are a core principle. Our clients are at the very heart of our operations.

“We balance effective team size with massive computational power, and we engage with our clients to show them the full picture of not only ‘what is out there’ but also the ‘when’, ‘how’, ‘where’, and ‘why’.”

In light of these challenges – and looking ahead to 2024 – Siera Data confirmed that strategic partnerships would become more common moving forward, as well as a renewed focus on client experience.

“In the last decade, there was pressure to adopt pricing models that reflected the value of legal advice, and not simply the cost of six-minute increments.

“Looking ahead, we see technology move away from pricing cloud storage to pricing computational power. It takes smart consultants to solve these new paradigms, and those who can will become the trusted advisor,” the pair said.

“We also hear much about costs facing the corporation or law firm. We see trends of insourcing and outsourcing fluctuate on a regular basis. When companies or law firms focus on their core business, they realise certain expertise, and the related risk, can be outsourced on a much more effective and efficient basis.

“Ultimately, to be successful for yourself and your client, there really should be a focus on innovation around the client experience, and not simply innovation for innovation’s sake.” ●



Who is Siera Data?

Siera Data is a boutique data management firm specialising in electronic evidence services, investigations, and data analysis, helping clients solve their most challenging data, risk, and compliance problems.

The team has collectively worked at and supported Australia’s largest corporate regulator, some of Australia’s largest law firms, and global advisory companies, with experience working on US, EU, and APAC engagements, as well as domestic Australian engagements, including supporting complex and multijurisdictional investigations, royal commissions, and litigations.

Siera Data firmly believes in the investigation and adoption of only the best technology tools, coupled with a lean team of experts to wield them. Siera Data is well placed as a technology partner to clients and uses its ability to execute clients’ solutions faster, more efficiently, and more effectively than its competitors.



TIMEKEEPING

Within an increasingly digitised legal profession, the adoption of automated timesheets and timekeeping systems is heralding a new era of efficiency and precision. This evolution in timekeeping technology empowers law firms with real-time insights, enabling data-driven decision making and strategic planning.





MITIMES is a global software company that uses technology to solve the inaccurate and incomplete capture of data. For lawyers, the tool has been proven to increase billable time from thirty minutes per day up to doubling some fee earners' monthly billable time.

For firms, the software provides accurate client data insights, improves billing compliance, reduces write-offs, increases revenue, and improves the wellbeing of the lawyers.

As the legal industry embraces tools like Mitimes, automated timesheets will emerge as a catalyst for increased productivity, improved client relationships, and a fundamental shift towards a more streamlined and effective future for legal professionals. It can reduce the time lawyers spend manually logging timesheet entries, auto captures emails, appointments and office phone calls, and lives across computer desktops as well as tablets and smartphones.

While many lawyers do not currently record time spent sending and reviewing emails or phone calls due to the effort manual entry requires, Mitimes chief executive Kirsten Rillo said the

Mitimes Intelligent Time Capture™ Service is able to automate those activities and classify them to appropriate clients and matters.

The tool also uses algorithms, machine learning, and AI to build lawyers' timesheets for them by capturing and converting peripheral activity such as emails, calls, Teams meetings, and calendar appointments into a timesheet.

"The legal profession is on the brink of a significant transformation in the way it approaches many areas of legal practice, and timekeeping is a key workflow to be prioritised. As we enter 2024 and continue through the remaining years of this decade, this evolution will be profound," Ms Rillo explained.

"The legal industry will witness augmentation of the lawyer's work to even higher value work than ever before as data and information is made readily available, manual workflows such as time recording are removed, and more time and space is created for the legal professional to concentrate on true legal work. In addition, there will be an opportunity for improved transparency, data-driven decision making and the possibility of improved work/life balance and flexible work environments, all driven by advances in technology."



LEGAL PROFESSIONALS WHO ADAPT TO THE EVOLVING LANDSCAPE OF ADOPTING TECHNOLOGY TO CAPTURE CLIENT ACTIVITY IN REAL TIME WILL POSITION THEMSELVES FOR SUCCESS IN A FUTURE WHERE PRECISION AND EFFICIENCY ARE PARAMOUNT.

Kirsten Rillo
Chief executive at Mitimes





Areas of impact on the profession

Following recent technological advancements, legal businesses are also witnessing – and undergoing – a “rapid transformation” in how they operate, with law firms at the forefront of this transformation recognising the urgency to act and embrace technology to remain competitive in the current market.

“Time recording is a manual workflow that is often ignored, yet it is the direct cause of several common challenges faced in most firms, such as write-offs, missed billable time, unmet budgets, fee-earner stress, and resignation of top talent. The workflow of time capture and recording appears simple; however, if not managed daily, accurately, [it] is directly linked to missed revenue,” Ms Rillo added.

“It is a simple workflow from a stakeholder perspective and, therefore, an area where technology can bring significant and instant measurable benefits in the form of revenue gains and more time to spend on law practice. The outcome is a greater sense of professional achievement as lawyers can focus on their areas of legal expertise without administration interruptions. This results in the legal industry

retaining top talent and increased list of employee wellbeing benefits.”

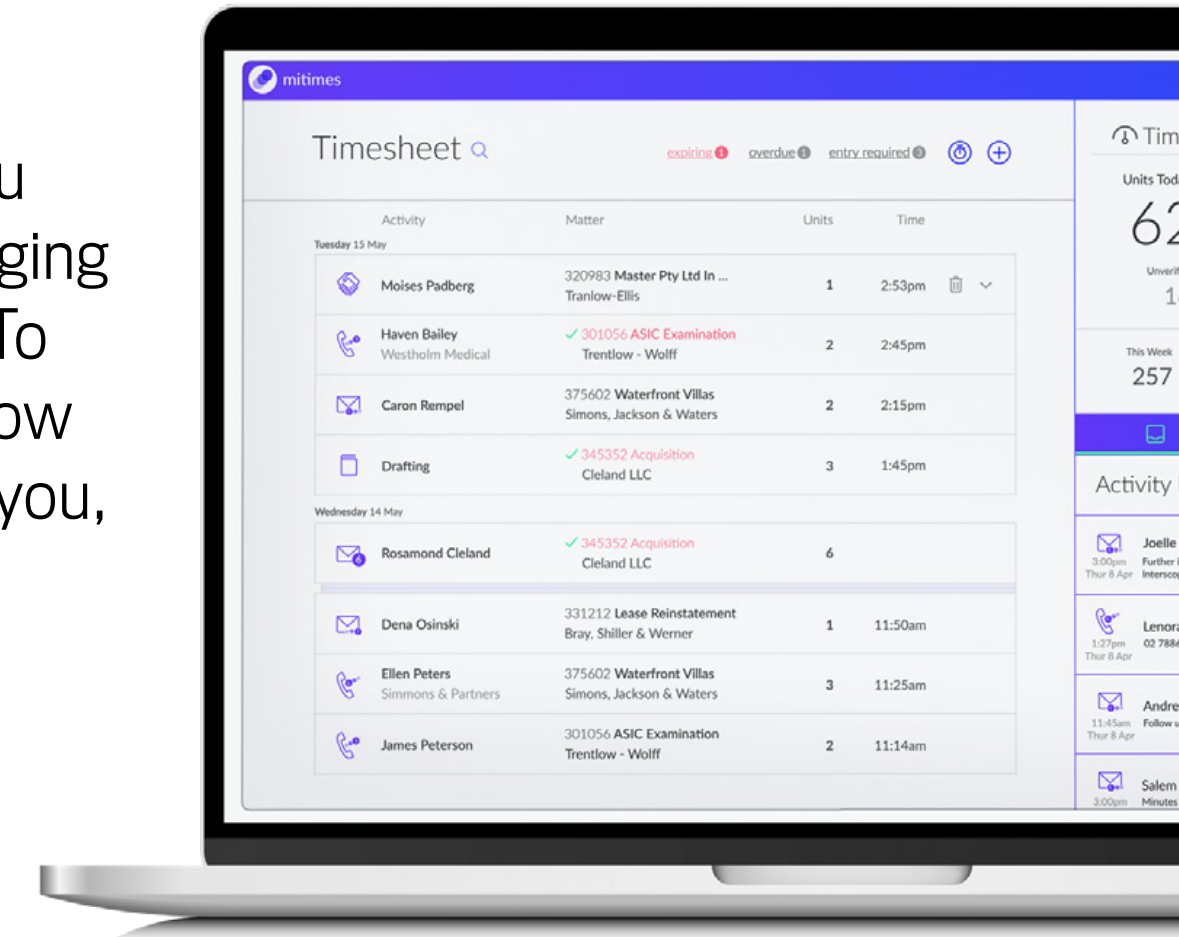
In addition to the general growth and increased normalcy of timekeeping software in law firms, there are a number of specific areas set to impact the legal profession, including automation and efficiency and increased transparency and accountability.

“By embracing technology and digitisation of time-recording workflows, law firms can become more efficient, competitive, and client-centric. Legal professionals who adapt to the evolving landscape of adopting technology to capture client activity in real time will position themselves for success in a future where precision and efficiency are paramount,” Ms Rillo outlined.

“Transparency and accountability have become increasingly important in the legal profession. Clients expect detailed billing information, and regulatory authorities often require strict adherence to billing standards. In 2024 and beyond, time-tracking technology will enhance transparency and accountability by providing clients with real-time access to their billing information, detailed breakdowns of work performed, and estimated costs. This will lead to improved client satisfaction and trust.



Reduce the time you waste manually logging timesheet entries. To learn more about how Mitimes can assist you, [click here](#).



“Moreover, the legal industry is increasingly embracing technology to secure timekeeping records and prevent tampering or disputes. Time-recording technology factual and transparent data capture system can ensure that time records are accurate, reliable, and in real time.”

Looking ahead and new skills

Over the next 12 months, legal professionals will progressively harness the power of data analytics to gain deeper insights into their work patterns, billing practices, and resource allocation, with Ms Rillo confirming that timekeeping data is already a valuable source of information that law firms can use to make informed decisions.



“This data-driven approach will allow law firms to optimise their operations, identify areas for improvement, and make strategic decisions to increase profitability,” she explained.

“Predictive analytics will also help law firms forecast future workloads and staffing needs more accurately. This will enable them to allocate resources efficiently, ensuring that they have the right personnel in place to handle the demands of their clients.”

The impact of timekeeping software and tools will also extend to new work environments as the legal profession continues to shift towards remote and flexible working arrangements.

“Time-tracking software and applications will support lawyers working from various locations, ensuring that their billable hours are accurately recorded, their time can be focused on client activity regardless of where they are,” Ms Rillo added.

“With the rise of virtual law firms and the use of collaborative technologies, lawyers will need to adapt their timekeeping practices to account for the flexibility of remote work. This may involve more reliance on mobile time-tracking applications and

ensuring that communication and collaboration tools are integrated with time-tracking systems.”

Moreover, time recording is a manual workflow historically under-invested in by law firms – and something Ms Rillo said was often neglected.

“The timesheet in most practice management systems is manual, and as a result, a lawyer is expected to meet an average budget of five [to] seven hours per day and recall all activities undertaken, including short telephone calls and email activities in parallel with making complex decisions for their clients. The lawyer is expected to enter an accurate and detailed timesheet daily and ensure the firm’s time-recording methods are adhered to,” she added.

“The workflow is often neglected with a view that manual time recording comes with the territory and should simply just be done by the lawyer even if it is known to not be accurate, or on time and often done in the personal time available to the lawyer. There is a great opportunity for leaders in the legal industry to recognise the importance of investing in a digital time-recording workflow. Mitimes can transform the manual workflow for a law firm with minimal disruption and investment and provide a proven ROI directly linked to revenue.” ●

Who is Mitimes?

Mitimes is an innovative Australian software company revolutionising the legal industry with its cutting-edge solution, Mitimes Intelligent Time Capture™. Mitimes utilises advanced algorithms, machine learning, and AI to automate and enhance the accuracy of timekeeping. The ISO27001-certified SaaS product is tailored to address the inherent challenges lawyers face when manually entering billable hours. By converting tasks such as emails, calls, and meetings into a comprehensive timesheet, Mitimes liberates lawyers from the time-consuming and often-overlooked task of manual entry.

The software has the potential to increase billable time by at least 30 minutes daily per lawyer, freeing up an additional five hours each week for client-focused legal work or personal wellbeing. In the evolving legal landscape, Mitimes offers a unique opportunity for law firms to compete effectively, enhance client relationships through accurate data capture, and make informed, real-time decisions.



WORKFLOW MANAGEMENT

In 2023, manual, menial and mundane tasks are beginning to be automated in every industry – the legal profession being no exception.





WORKFLOW MANAGEMENT software can be highly beneficial for law firms and legal departments by streamlining processes, improving efficiency, and enhancing collaboration, with a number of different vendors providing this software to the legal market. It allows lawyers to track projects, automate manual tasks, and save time.

Thomson Reuters HighQ is a workflow automation tool that encompasses tools to keep track of progress and improve communication with advanced file versioning and editing, as well as activity streams and other social collaboration methods.

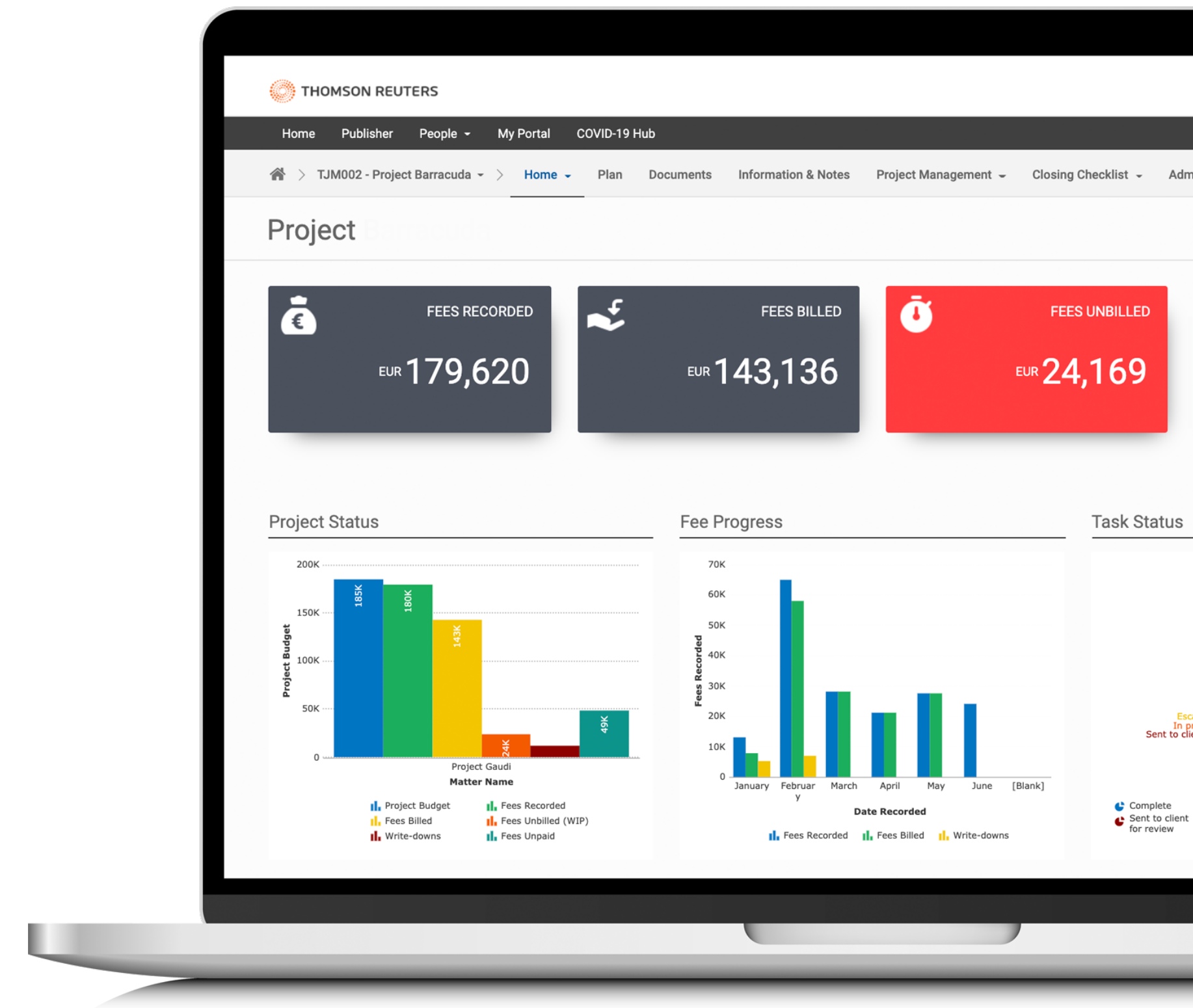
The tool can also find and create documents and workflows and help legal departments and law firms alike leverage predesigned templates to automate and de-risk legal document creation to help drive efficiency, speed turnaround, reduce mistakes, mitigate risk, improve client service, and streamline workflow.

Thomson Reuters' legal solutions specialist Ziggy Cheng, in-house legal tech transformation specialist Tyrilly Csillag, and solutions consultant Thomas Chuang explained the impact of such software in light of the rise of AI and other legal tech.

“Looking ahead to 2024 and the next five years, the impact of workflow management on the legal sector is significant. It’s not just a convenient tool anymore; it’s becoming a vital part of how law firms and in-house legal teams operate. The rise of artificial intelligence (AI) is reshaping the skills that legal professionals need, and by the end of the decade, proficiency in AI-enabled legal technology will be essential,” Ms Csillag said.

“Even though there’s a lot of focus on AI, traditional workflow automation is still important, especially for tasks that involve a high volume of work. However, there are challenges in adopting AI, like the learning curve and the complexities of integration. To overcome these challenges, education and training are crucial. Thomson Reuters can help by offering tailored educational resources, customisable solutions, and ongoing support. This will make the transition to advanced workflow management and AI technologies smooth and ensure maximum benefits.”

However, there are a number of key challenges in implementing workflow automation, including the complexity of the systems themselves, the rise of generative AI and the growing need for additional skills and resources.





LAWYERS, WHO ARE OFTEN SHORT ON TIME, PREFER FOCUSING ON THEIR STRATEGIC ADVICE WORK RATHER THAN LEARNING TO CREATE WORKFLOWS. TO ADDRESS THIS, WE'RE DEVELOPING AI TOOLS THAT MAKE THE PROCESS OF BUILDING TRADITIONAL AUTOMATION WORKFLOWS QUICKER AND EASIER.

Ziggy Cheng

Legal solutions specialist at Thomson Reuters



"Thomson Reuters' clients, accustomed to the company's proven workflow tools, are well prepared as we integrate the advantages of 'smart' automation using AI, providing ongoing support to clients in this changing landscape," Mr Chuang said.

"To tackle the complexities of workflow management systems, we're developing chat-based interfaces powered by generative AI. This innovation allows users to input intuitive instructions, reducing the need for extensive training and speeding up the value realisation for organisations adopting workflow management tools."

"Short-term challenges also involve acquiring the necessary skills and resources for implementing workflow management tools. Implementing workflow management tools requires law firms and in-house teams to change their current processes and make space for new ways of working," Ms Csillag added.

"Change implementation can be challenging; it can also be an opportunity to build community, achieve efficiency and collaborate for success. Having the right people, with the necessary skills, to investigate, champion and ultimately implement is key."

Vendors like Thomson Reuters can help plan for this process and assist in implementation – and Mr Cheng,

Ms Csillag, and Mr Chuang emphasised that legal workplaces need to be "considering" legal tech now if they haven't already.

"When it comes to resources, teams need to think in terms of budget, time, and people. Legal technology is an ongoing investment, but your vendor will be able to work within your budget cycle. Some tools can even help you achieve a return on investment, which could fund ongoing costs. We also speak to many teams who don't have the people bandwidth to investigate options or to support the champions and implement phases. This can cause a legal tech project to falter or fail, so allocating proper resources is vital to success," Ms Csillag said.

"Conversely, we are already seeing lawyers asking prospective employers what legal tech will be provided to enable them as they consider future roles. Firms and in-house teams not only risk losing talent to more innovative teams but will also struggle to attract talent if they don't offer workflow management tools that lawyers now increasingly consider basic tools of their practice."

Future trends and opportunities

For law firms and legal departments to implement workflow management software easily and better



streamline their work, Thomson Reuters is working on a number of different tools – and the team said there “are strong opportunities” in workflow management over the next 12 months.

“A common concern from our clients is that building traditional workflow automation takes a lot of time and some know-how. Lawyers, who are often short on time, prefer focusing on their strategic advice work rather than learning to create workflows. To address this, we’re developing AI tools that make the process of building traditional automation workflows quicker and easier,” Mr Cheng said.

“This way, lawyers don’t need to learn the ins and outs of configuring workflows, saving time. Empowering the end user means they can self-serve guidance, ultimately saving time and money for our clients. Grasping this opportunity to enhance efficiency for legal professionals involves adopting these AI tools to streamline workflow creation.”

However, lawyers shouldn’t forget about traditional automated workflows in the face of AI and other “shiny new technology” – and choosing a good provider or vendor to assist with any new tech should be a key priority.

“Lawyers should remember that although AI has

a huge part to play going forward, traditional automated workflows are still effective and will continue to be improved. A lot of current workflow management relies on having the right data points in place to power different rule-based systems. This typically involves humans doing manual data entry or using AI-based tools to extract the information. With generative AI and better natural language processing, this is changing. Soon, it’ll be even easier to set up workflow systems with the help of trusted AI.

“Lawyers should keep an eye on these changes but maintain reliance on existing tech-enabled workflows. Because technology can seem complicated, it’s also crucial for firms and corporate legal departments to pick a long-term partner. When making this choice, it’s better to focus on experience and trusted know-how rather than shiny features and promises of grand solutions,” the Thomson Reuters team added.

“AI needs to be based on a solid understanding of how traditional workflow automation works, coupled with a high standard for trusted legal content. Thomson Reuters is perfectly positioned to ensure the output quality is the best in the industry. Choosing who to partner with as you embark on your legal tech transformation journey is key to future, scalable success.” ●

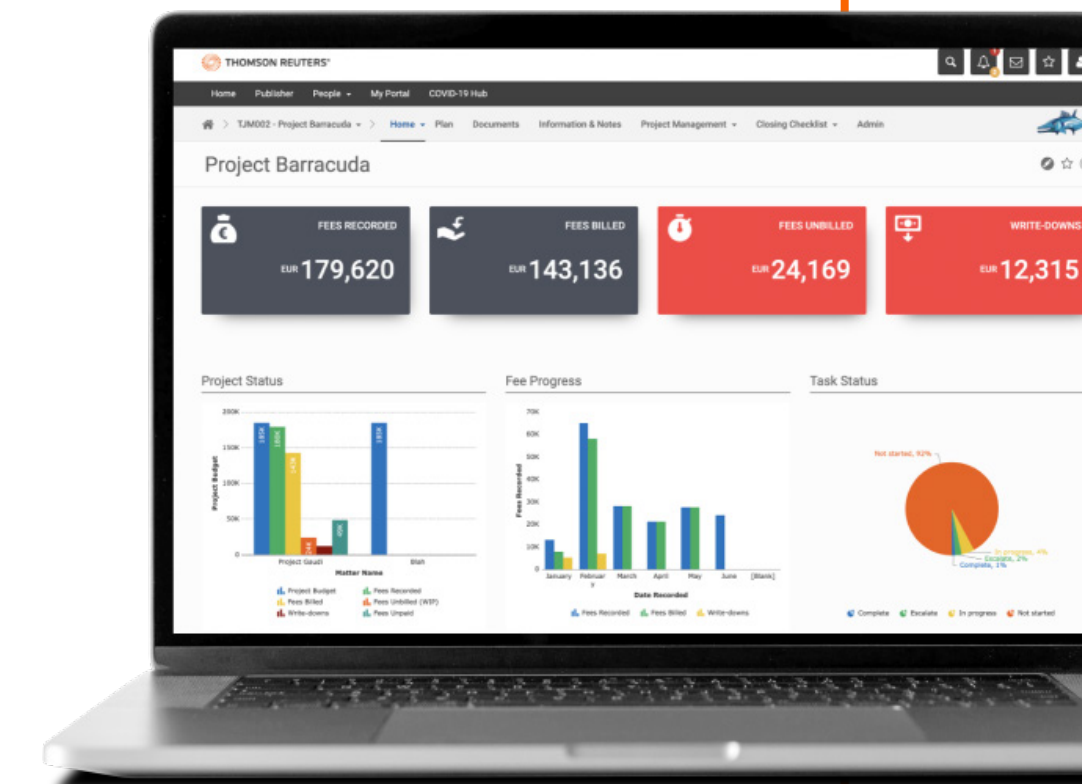
Who is Thomson Reuters?

Thomson Reuters is a leading provider of essential tools and information for lawyers, offering a comprehensive suite of resources to enhance legal practices.

In an increasingly complex environment, Thomson Reuters automates mundane tasks, delivers insights, and drives efficiencies with meaningful benefits, freeing its customers to focus on their clients.

Thomson Reuters equips legal professionals with cutting-edge solutions spanning research, workflow management, and compliance.

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To learn more about Thomson Reuters HighQ, [click here](#).



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