



**TECHSHOW2020**

## Tech Forward: New Jobs for New Lawyers

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January 9, 2020



## PRESENTER BIOS

**Helen Bukulmez** is an attorney practicing immigration and injury law. She received her Bachelor of Arts degree in Business and Economics, and obtained her Juris Doctor at Northern Kentucky University's Salmon P. Chase College of Law. Prior to her legal career, Helen taught Medical Law & Ethics, trained college students in the use of basic computer programs, and worked in various academic leadership positions particularly in schools providing education in computer programs and allied health professions. Helen teaches Attorney Marketing and Law Project Management at Chase College of Law, and advises law firms through EceROI.com, a consulting firm globally advising law firm teams. Helen can be reached at [helen@helenbukulmez.com](mailto:helen@helenbukulmez.com) or (859) 412-2235.

**April Dawson** is a professor of law at North Carolina Central University School of Law. She received a Bachelor of Science degree in computer science and was a computer programmer before attending law school. April teaches, among other classes, Constitutional Law, Administrative Law, and a Supreme Court Seminar. In addition to researching and writing about the U.S. Supreme Court, April researches, writes, and speaks about legal pedagogy and the use of technology in legal education. April also has a blog titled LawProfHacker. April can be reached at [adawson@nccu.edu](mailto:adawson@nccu.edu) or (919) 530-6502.

## INTRODUCTION

Advances in technology have created new opportunities for new law school graduates. There are many alternatives to traditional law practice, such as legal project management, data analytics, legal operations.

While these newer concepts have created entirely new career choices for lawyers and law school graduates, they have also impacted and changed the law practice in the United States. In this track, April Dawson and Helen Bukulmez provide an insight into these alternative careers while also discussing the way law practice has been and continues to be altered by the demands of the corporate or individual consumer who wants nothing less than faster, better, and cheaper legal services. The common denominator in almost all of these careers is the need for legal service providers to create and offer better VALUE than the competitors, some of which may be simple apps and other technological advances making repeatable and foreseeable tasks much easier and efficient to complete.

Below, some of the more representative new career choices are chosen to be studied in depth and the reader is given resources for further study.



## TECH FORWARD: NEW JOBS FOR NEW LAWYERS

### Legal Technologist by April Dawson

As technology innovation continues to change the way attorneys practice law, there is an increasing need for lawyers who are competent both in the practice of law and the utilization of technology. These “legal technologists” serve a hybrid role that allows them to bridge the gap between legal and technology professionals and facilitate more efficient legal operations. As a result, these lawyers must have a strong technology background and familiarity with emerging technologies.

Legal technologists assist technology and IT teams with the development of strategies and long-range plans to develop and expand the use of technology to support firm lawyers, staff, and clients.

Some common skills of legal technologists are the ability to problem solve and design innovative solutions to achieve lawyers’ and clients’ desired outcomes and the ability to clearly articulate and explain technology solutions benefits in non-technical terms. Legal technologists must also be able to explain legal processes to IT to ensure the tech solutions address the legal needs.

#### *Advice for Lawyers Interested in Becoming a Legal Technologist*

- Attend all tech training workshops offered within your organization. If your organization does not offer tech training, propose workshops.
- Look for opportunities within your organization to serve a hybrid role and fill the gap between lawyers and IT professionals.
- Stay abreast of emerging technologies and their application in the practice and business of law.
- Join International Legal Technology Association (ILTA).
- Follow #LegalTech on Twitter.
- Write and publish in the area of legal tech.

#### *Advice for Law Students Interested in Becoming a Legal Technologist*

- Take legal tech classes offered in law school
- Join International Legal Technology Association (ILTA)
- Follow #LegalTech on twitter
- Write and publish in the area of legal tech

#### *Resources*

[The International Legal Technology Association’s \(ILTA’s\) 2019 Technology Survey Executive Summary](#)

[The Lawyerist Complete Guide to Law Firm Technology](#)

[LawNext Podcast](#)

[ABA Law Technology Today Newsletter](#)

[LawSites](#)



## Law Firm Marketing by Helen Bukulmez

As the supply of lawyers and legal services professions increases, better practices in finding the best cases and the ideal clients are more in demand. Law firm marketing is arguably everything an attorney or a law firm does at all times with the focus on

- (1) identifying the target client base,
- (2) creating the legal services and products needed,
- (3) delivery of the services and products to clients in the most effective and efficient manner, and
- (4) communication of such legal services delivery to create further need by new clients, satisfaction by current clients, and repurchase intent by the former clients of the firm.

As such, although advertising is an important aspect of law firm marketing, it is simply a part of the overall marketing plan and not the only element in successful law firm marketing. In fact, firms with mere focus on advertising of their brand and services may find themselves marketing not only a bad reputation but also spreading the word about a firm that lacks in crucial legal services delivery concepts such as pricing, growth, operations, staff relations, team development, conflict resolution, communication, and efficiency. As such, law firm marketing encompasses everything that first makes the law firm a competitive, efficient, and client-focused service delivery machine, complete with the necessary technological advances and business considerations.

It is important for law firms to identify and finalize their own marketing VALUE and plans before outsourcing or delegating any marketing functions to outside vendors.

Law firm marketing focuses on such concepts as

- Identifying both the ideal consumer and the competitive product/service to be delivered through market research and internal & external systems,
- Creating a value system that is concise and effective in reaching and satisfying the target consumer along with a clear Unique Value Proposition plan,
- Definition of brand for the legal services/products offered and the manner in which they are offered,
- Establishing an internal process for the strongest team culture focusing on the mission and vision of the law firm,
- Identifying the best brand communication strategy, e.g., (1) inform, (2) educate, (3) entertain,
- Budgeting and planning,
- Identifying and clarifying the goals on Return on Investment for each investment item both in time and cost for the firm
- Researching, selecting, execution & implementation and review & analysis of the best available marketing tools for the effective communication of the product/service to the ideal client
  - Networking
  - Online Marketing Tools
    - Well optimized website clearly communicating the law firm message
    - Search Engine Optimization Plan
    - Content
      - Images



- Videos
    - Blog
  - Paid Advertising
  - Social Engagement
- Email campaigns
- Management of online reviews and feedback
- Ongoing client education and analysis
- Researching, Request for Proposals, Selection of Bids, Purchasing and Relationship-building with the marketing vendors,
- Establishing a system of internal and external delegation of tasks and checklists,
- Integration of the marketing plan and metrics into the internal data systems, such as case management software
- Careful application and ongoing review of the ethical and professional responsibility standards to the marketing tools and content utilized,
- Creating and continuously analyzing an accountability system for both the internal and external marketing operations, and adjustment of the strategy and tools utilized,
- Data analytics and review of marketing practices employed and marketing metrics achieved.

Although incomplete, the law firm marketing concepts listed above are helpful in understanding the implications of each planning item, and finding opportunities for alternative careers in this area.

#### *Advice for Lawyers Interested in Law Firm Marketing Career*

- Join Law Firm Marketing Groups in person, online and on social media
- Utilize your own firm's branding and business development efforts to create a marketing plan and put in place a system of accountability. Practice makes it perfect!
- Research the best law firm marketing plans and implementation ideas
- Create a marketing plan for yourself as a partner-track attorney, associate attorney, a solo law firm owner, etc.
- Attend trade shows or conferences in which marketing is studied specifically for law firms
  - Avoid making purchasing decisions when pestered with vendor deals or promotions at conferences. Engage in intentional planning and identify your marketing needs before attending conferences so as not to be talked into buying without an actionable and systemic plan.
- Attend workshops teaching marketing with tangible actions plans
- For corporate law firms, join groups such as Law Firm Marketing Association ("LMA") and follow the conversations on their social media groups
- For plaintiffs' firms, carefully evaluate the value offered by countless marketing vendors without understanding the basic marketing concepts and the unique standing of their firms, staff, and the legal services/products offered to a particular client base.

#### *Advice for Law Students Interested in Law Firm Marketing Career*

- Take any law firm or attorney marketing course offered at your school
- Take any business courses offered at your school
- Alternatively, taking or auditing undergraduate or graduate marketing courses may be of value
- Learn how to put together a basic Marketing Plan



*Resources*

<https://www.legalmarketing.org/>

<https://eceroi.com/> for sample marketing templates, checklists upon request.



## Chief Innovation Officer by April Dawson

Technology innovation continues to change the way businesses and governments operate. And with the growth of legal tech, many law firms and legal organizations have created Chief Innovation Officer (CINO) positions. CINO's develop and implement strategies that drive innovation and technology within their organizations. Legal CINO's carry out legal innovation initiatives to transform the business and practice of law to improve the quality and delivery of legal services. In addition to being knowledgeable about emerging technology, CINO's need experience developing, implementing, and executing initiatives. They must also be able to build and manage teams of professionals and oversee effective training programs.

### *Advice for Lawyers and Students Interested in Becoming a Chief Innovation Officer*

- Develop a strong understanding of emerging technology, including artificial intelligence, machine learning, cognitive computing, robotic process automation, blockchain technology
- Develop strong managerial, communication, and leadership skills
- Take design thinking courses

### *Sources & Resources*

[The Law Firm Chief Innovation Officer: Goals, Roles, and Holes](#), Michele DeStefano

[Legal Upheaval: A Guide to Creativity, Collaboration, and Innovation in the Law](#), Michele DeStefano

[Operationalizing Innovation in Legal Organizations](#)

[The Current State of Play in Legal Innovation: A New Era of Evolution in the Making](#)

[LawNext Podcast](#)

[ABA Law Technology Today Newsletter](#)



## Client Success Manager by Helen Bukulmez

Client success manager is a liaison between the law firm and the law firm clients, the law firm and the vendor, or the law firm and the legal services buyers/procurement to ensure an ongoing positive relationship, loyalty, retention, repurchase intent, referrals and positive social proof through effective and regular communication, reporting, and transparency in data, analytics, results, and return on investment. In the context of a law firm practicing in the areas serving the plaintiffs, a client success manager can assist the firm and the individual attorneys by scheduling and connecting with clients on a regular basis, providing information on their case, informing clients of the progress, and answering any questions the clients may have. Often faced with injury, pain, a lot of uncertainty, and loss, most plaintiffs demand and appreciate the opportunity to speak with the representatives of the law firms assisting with their case and the ability to ask specific questions about proceedings, expectations, costs, and other details that are directly pertinent to the outcome of the case.

In a corporate law firm setting, a client success manager may be in a position to handle all communications not only with clients and client representatives, such as executives of the company represented, in-house counsel, or general counsel, but also with legal procurement, legal operations, and other departments that may be directly in charge of purchasing legal services from the law firms.

While focusing on operational excellence and value creation, client success managers can also assist the firm with its ethical and professional responsibility obligations of client communication.

A client success manager is in a unique position to be recruited, employed, trained and perhaps promoted by a law firm. She has an intimate knowledge and understanding of the firm, its leaders and employees, unique contributions of each associate and partners to the cases, its organizational structure, operations, trial and litigation skills, negotiation practices, and case management. A client manager's initial purpose may be to be an integral part of the profitability planning for his firm. As such, it is important for a client success manager to have a clear understanding of his firm's mission, vision and goals. Her job will focus on retaining as much business as possible and growing the firm through repurchase, referrals and positive online and offline social proof. She will also be compensated by the law firm for her work.

Despite a client success manager's deep financial and professional ties to her firm, her job is also focused on understanding the needs of the firm's clients or buyers, and to advocate on their behalf so that the firm meets and preferably exceeds the expectations clearly set forth from the initiation of the relationship. In such an environment, building trust and credibility, maintaining professionalism, and management of expectations of both her employer and her clients will be crucial to her success. Project management tools such as Key Performance Indicators, Key Responsibility Areas, Success Mapping, Process Flow, Checklist and System Creation, and Return on Investment are highly useful for a Client Success Manager to create and use a language that is meaningful and valuable to all parties involved.

### *Advice for Lawyers Interested in Client Success Manager Positions*

- Utilize your existing client base and their expectations & frustrations in continuously improving your skills in managing expectations and resolving conflict
- Take courses or workshops in Psychodrama, Conflict Resolution, Negotiation
- Read or attend courses in Emotional Intelligence
- Train yourself on Project Management and Performance-Based Value Evaluation tools





*Advice for Law Students Interested in Client Success Manager Career*

- Take any business and customer service related courses offered
- Obtain an internship and externship positions that place you in a position of managing expectations of several parties to a transaction and practice your skills in negotiation, clarifying, coaching and conflict resolution
- Treat any part-time job (before or during law school) in customer service as a valuable learning tool in understanding expectations and managing conflict-based behavior

*Resources*

[PMI.org](https://www.pmi.org)



## Legal Tech Entrepreneur by April Dawson

Becoming a legal tech entrepreneur is appealing to many lawyers not interested in working traditional legal jobs. Lawyers who are interested in starting their own tech business building a legal tech company can be risky, and like many startups in various industries, there is no guarantee of success of a legaltech business, and many ultimately fail. However, the payoff can be rewarding.

### *Advice for Lawyers and Students Interested in Becoming a Legal Tech Entrepreneur*

- Learn about successful lawyer turn LegalTech Entrepreneurs
- Attend legal tech conferences. In addition to attending relevant sessions, check out exhibitor booths
- Take business, entrepreneur, and
- Take a coding and app development classes (While you will not be coding your application, having an understanding of the process will be beneficial.)
- Explore below resources

### *Sources & Resources*

Legal Tech Accelerator, Incubator, and Venture Programs

[LexisNexis Legal Tech Accelerator Program](#)

[Duke Law Tech Lab](#)

[Allen & Overy Fuse](#)

[Nextlaw Labs](#)

[Deloitte Venture Path](#)

[Thomson Reuters Labs Incubator](#)

[ABA Lawyer Incubator Directory](#)

[Legal Tech Startups List](#)

[Legal Innovation Podcasts](#)

[Artificial Lawyer Legal Tech Education Guide](#)

[ABA TECHSHOW Startup Alley Competition](#)

[LawSites](#)



## Legal Procurement by Helen Bukulmez

Legal procurement is the new and improved way of purchasing corporate legal services so as to find the faster, cheaper, better value for the corporations and entities buying those legal services. The year 2008 brought much financial stress to everyone forcing companies to cut budgets anywhere they could. Legal procurement is perhaps the baby born out of that depression era.

Prior to 2008, we all knew procurement as the person or the department that engages regularly in purchasing widgets, materials or services for companies or for the government. The traditional concept of procurement involved many different business and legal concepts such as negotiation, contracts, pricing, request for proposals, and bidding.

Similarly, prior to 2008, most buying of legal services by the corporations was done based on “trusted legal advisor” relationships between the law firms as providers and the executives/owners of corporations or their in-house counsel. Most of the time, no one questioned the price of these legal services even at the highest hourly rates, and the quality and efficiency of the legal services tasks were almost never examined. The cost of legal services as provided by large law firms was seen as the cost of doing business. After all, legal services were highly complex, requiring special study, expertise, and even some form of nobility by the learn-ed lawyers, who knew how to handle legal challenges and had a close connection with the decision-makers.

For the longest time, until about the end of 2008, not many put the two together. However, tight budgets caused many law firms to go out of business, and the legal services industry was pushed for a creative solution. Legal procurement became the answer. The companies and other legal services consumers learned that the same efficiency, pricing, competition, and value-based principles could be applied to purchasing legal services. Why pay a law firm even \$300/hour for e-discovery if and when the same task can be done much faster and cheaper by technology requiring minimal supervision and input? Why pay a lawyer to review a contract when an average lawyer takes about 90 minutes with about 85% accuracy rate but a trained AI only takes about 30 seconds to read the same contract with 90+% accuracy rate? Finally, why engage in a blind budgeting for legal services when a more closely managed sourcing system can save a company up to 40-50% on its annual legal spend budget?

Although filled with many terms such as Alternative Fee Arrangement, Invitation to Tender, Key Performance Indicator, Master Service Agreement, Request for Proposal, Uniform Task Based Management System, legal procurement is the simple concept that what is done can be done more efficiently and effectively through the use of the right tools, data, and systems. It is then the job of a legal procurement professional to identify not only the best legal services suppliers but also the best tools in technology and the best resources in human services to reach the efficiency with the desired quality and effectiveness for her company.

Traditionally held by accountants and data analysts, careers in legal procurement is attracting more lawyers and law school students who have interest, training, education or experience in accounting, budgeting, negotiation, sourcing, purchasing, systems, and collection, organization and processing of large amounts of data and special skills in identifying opportunities for significant savings for their employers. Most non-lawyer legal procurement professionals bridge the gap in their knowledge of the legal system by taking courses in specific topics such as advanced contracts. If you enjoy teaching and can



present such topics with clarity and simplicity, finding your own audience of legal procurement professionals may also be an excellent career opportunity.

#### *Advice for Lawyers Interested in Legal Procurement Career*

- Join Legal Procurement platforms such as BuyingLegal.com \* Membership fee required
- Research online
- Join ABA sections for marketing for the corporate legal services and products
- Utilize LinkedIn to connect with Legal Purchasing professionals, Legal Procurement professionals and Supply Chain professionals
- Attend trade shows or conferences designed to train legal procurement professionals
- Attend trade shows or conferences providing platforms for networking among legal procurement professionals, in-house counsel, general counsel or legal operations professionals

#### *Advice for Law Students Interested in Legal Procurement Career*

- Law school students who have Bachelors' Degrees in business, accounting, management, operations, logistics, analytics, engineering, and economics may have an advantage.
- In law school, take courses such as Counseling and Negotiation, Mediation, Global Arbitration Law and Practice, Law Project Management, Corporate and Business Law, E-Discovery, Taxation, Labor and Employment Law, Advanced Contracts and Contract Drafting, Entrepreneurial Law, and any course that is designed to better understand the legal implications of the industry in which the law school students plan to work, e.g., healthcare, immigration, accounting, may further their advantage.
- Interview law firms selling their services to large corporations as outside vendors
- Interview legal procurement professionals
- Research on websites such as BuyingLegal.com or cloc.org to learn more about how large corporations buy legal services and how law firms are adjusting to the way their services are marketed, sold and delivered to large corporations targeting larger savings.

#### *Resources*

Buying Legal Council: [BuyingLegal.com](http://BuyingLegal.com)

Books:

[https://www.amazon.com/Procurement-Handbook-Silvia-Hodges-Silverstein/dp/0692371648/ref=sr\\_1\\_fkmrnull\\_1?crd=RAJIB6A1B82M&keywords=legal%2Bprocurement%2Bhandbook%2Bby%2Bdr.%2Bsilvia%2Bhodges%2Bsilverstein&qid=1550172347&s=gateway&sprefix=legal%2Bprocurement%2B%2Caps%2C236&sr=8-1-fkmrnull](https://www.amazon.com/Procurement-Handbook-Silvia-Hodges-Silverstein/dp/0692371648/ref=sr_1_fkmrnull_1?crd=RAJIB6A1B82M&keywords=legal%2Bprocurement%2Bhandbook%2Bby%2Bdr.%2Bsilvia%2Bhodges%2Bsilverstein&qid=1550172347&s=gateway&sprefix=legal%2Bprocurement%2B%2Caps%2C236&sr=8-1-fkmrnull)

[https://www.amazon.com/Winning-Proposals-Essential-Services-Providers/dp/0692893733/ref=sr\\_1\\_1?keywords=john+de+forte+winning+proposals&qid=1578411319&sr=8-1](https://www.amazon.com/Winning-Proposals-Essential-Services-Providers/dp/0692893733/ref=sr_1_1?keywords=john+de+forte+winning+proposals&qid=1578411319&sr=8-1)

A simple blog explaining how legal procurement works:



<https://sterlingmiller2014.wordpress.com/2018/10/22/ten-things-legal-procurement-the-next-big-thing-for-in-house-lawyers/>

Spend Matters: Solution Intelligence for Procurement: [spendmatters.com](https://spendmatters.com)

Resource for information and RFP samples: <https://cloc.org/>

Sample conference idea:

<https://legalsolutions.thomsonreuters.co.uk/en/products-services/events/legal-tech-procurement-conference-2019.html?elqTrackId=0b242178d503414cac8c592584da0fe2>



## Chief Privacy Officer by April Dawson

With business and government organizations collecting sensitive and personal information from clients, customers, patients, students, etc., organizations need to ensure they are in full compliance with privacy laws and regulations and have systems in place to protect accumulated data. Chief Privacy Officers (CPOs) are senior-level executives responsible for overseeing an organization's privacy compliance strategies.

While there may be some overlap in the responsibilities of a Chief Information Security Officer (CISO) and CPOs, the roles of the CISO and the CPO are distinct. A CISO, typically part of the IT team, is responsible for ensuring that the firm's electronic data is adequately protected. CPOs are sometimes part of IT but are often part of the general counsel's office or risk management department. In contrast to CISOs, CPOs are responsible for policies and procedures for the protection of electronic and physical data across the entire organization. They advise their organizations as to what data may be collected, how that data may be used, where and for how long data should be stored, and when it may or must be destroyed.

With the enactment of Europe's General Data Protection Regulation (GDPR) and California Consumer Privacy Act (CCPA), which went into effect on January 1, 2020, CPOs have to ensure that their organizations are complying with these new privacy laws. CPOs also have to anticipate and prepare for future federal and state privacy legislation.

### *Advice for Lawyers Interested in Becoming a Chief Privacy Officer*

- Obtain Information Privacy Professional Certification
- Join Admin Law Section of ABA
- Attend Admin Law Conferences

### *Advice for Law Students Interested in Becoming a Chief Privacy Officer*

- Take Administrative Law, Organizational Leadership, and other relevant business classes
- Secure intern- and externships in state and federal regulatory agencies
- Write a comment or casenote on an information security-related topic. (For example: [2019-2020 Data Privacy and Cybersecurity Writing Competition for Young Lawyers](#))

### *Sources & Resources*

#### [International Association of Privacy Professionals \(IAPP\)](#)

The Chief Privacy Officer: "The New Must Have" ACC Docket, December 2018  
[https://www.acc.com/sites/default/files/resources/20190314/1493964\\_1.pdf](https://www.acc.com/sites/default/files/resources/20190314/1493964_1.pdf)

[NASCIO Perspectives on Privacy: A Survey and Snapshot of the Growing State Chief Privacy Officer Role](#)  
[CPO Magazine](#)



## Legal Designer by Helen Bukulmez

Originally an “access to justice” invention legal design is the application of design thinking, project management, and creative design principles into law practice and management issues as experienced both by the providers and the consumers of legal services. The goal is to identify the actual issues surrounding the apparent problems around legal services creation and delivery, and to find effective and efficient solutions to such issues considering not only the potential answers to the questions but also the implications of those issues on a human-centered, holistic level. Incorporating the considerations of user experience, whether online or not, and visual presentation of facts, ideas and issues into the solution-finding process is a high priority for a legal designer.

A legal design professional is typically a project manager who has design thinking education, training, experience or background. A natural leader who can remain calm, collected, organized and cooperative under pressure, a legal designer initiates the process of bringing issues to the table for discussion. Reducing the real problems into clear and concise issue statements, she utilizes the tools of project management, design, and design thinking to gather perspective and begin the process of finding potential solutions without judgment, restrictions, or fear of failure. Upon agreement on potential solutions list, additional considerations of cost, risk and collective preference finalizes the solution ideas to be applied to the problems, and actionable, scheduled, regularly revisited accountability system is put in place to ensure the efficiency, effectiveness and longevity of the solution. Alternative solution ideas are also included in the final draft to make sure that the next encounter with a similar problem does not result in waste in time or resources. Legal design allows law firms, ancillary legal service providers and legal vendors to find creative solutions to problems as they arise, while also effecting significant savings in the process so as to profit both the providers and the consumer of legal services.

Some of the skills necessary for an effective legal designer are as follows:

- Understanding the needs of humans involved
- Clear understanding and experience in legal terminology, legal issues, creation of order in society, and prevention and solving of conflict
- Skill, background, training of education in creation and measuring of user experience both online and in-person
- Ability to create visual representations of all issues, solutions and parties involved so as to clarify and simplify complex stories
- Ability to respond professionally versus reacting to strong personalities, complex stories and challenging problems in law, society, design, and project management

### *Advice for Lawyers Interested in Legal Design Positions*

- Attend the ABA TECHSHOW and other CLEs & courses on Legal Design
- Attend Legal Design Workshops

### *Advice for Law Students Interested in Legal Design Career*

- Take courses such as Legal Design, Project Management, Design Thinking or Innovate Law Practice Management offered at your school



- Attend the ABA TECHSHOW and other CLEs & workshops on Legal Design

### *Resources*

Follow Caitlin “Cat” Moon on Twitter: @inspiredcat (Caitlin Moon is the Director of Innovation Design for the Program on Law and Innovation (PoLI) at Vanderbilt Law School)

**Advice** from Cat for lawyers or law school students who may be interested in Legal Design as an alternative career choice:

- 1- Find opportunities to learn about and practice human-centered design methods: sprints, workshops, hackathons
- 2-Find/create volunteer opportunities that give you a chance to use design, e.g., work with a local legal nonprofit to redesign educational materials, work with state's AOC to redesign legal forms made available to the public
- 3-Look for ways design can make something better where you are: if in a firm, find something that needs fixing (this shouldn't be hard to do) and apply design methods to fix it, either on your own or create a team. As a law student, look for ways to apply design to your course projects and look for challenges that could benefit from design methods, e.g., if you're working in a clinic, could you redesign a form or process that the clinic uses to make it more client-centered?





## Chief Information Security Officer by April Dawson

With the increase in cyberattacks and data security breaches, many business and government organizations have created the position of Chief Information Security Officers (CISOs). Law firms have not been immune to cybersecurity breaches and attacks. Indeed, because law firms often have voluminous sensitive client information, they have increasingly become prime targets for cybersecurity attacks. Lawyers have an ethical duty to be aware of the risks associated with the use of technology and to take steps to protect client data. As a result of the increased risks and obligations, more law firms are hiring CISOs.

CISOs are typically high-level executives and are responsible for managing information security in their organizations. CISOs must have expertise in IT as they will regularly oversee a wide range of IT operational tasks and data security assessments. CISOs also need expertise in data management. They need to “fully understand the flow of all data within their organization and must define and manage security policies to protect against information loss, damage, harm, or theft.”

CISOs also need knowledge of compliance and regulatory responsibilities. With the enactment of the European Union’s General Data Protection Regulation and the California Consumer Privacy Act, CISO’s will be responsible for ensuring compliance with these and other privacy laws.

Because CISOs manage work with cross-discipline positions within their organization, CISOs must have strong managerial and leadership skills.

### *Advice for Lawyers Interested in Becoming a Chief Information Security Officer*

- Join ABA Section of Science & Technology Law
- Join technology, security & privacy organizations such as the International Legal Technology Association (ILTA), International Association of Privacy Professionals (IAPP), and EC-Council
- Seek the following certifications:
  - CISA: Certified Information Systems Auditor
  - CISM: Certified Information Security Manager
  - GSLC: GIAC Security Leadership
  - CCISO: Certified Chief Information Security Officer
  - CGEIT: Certified in the Governance of Enterprise IT
  - CISSP: Certified Information Systems Security Professional
  - CISSP-ISSMP: Information Systems Security Management Professional

### *Advice for Law Students Interested in Becoming a Chief Information Security Officer*

- Take Administrative Law, compliance law courses, and legal tech-related classes.
- Take business courses focusing on data management, data analytics, and management.
- Join technology, security & privacy organizations. (Many of these organizations offer reduced membership fees for students.)
- Attend technology, security & privacy organization conferences. (These conferences often have reduced registration fees for students. Also, inquire about student scholarships to attend these



conferences. Attending these conferences will expose students to the current security issues and provide vital opportunities to network.)

- Write a comment or casenote on an information security-related topic.

### *Resources*

[ABA Cybersecurity Legal Task Force Resources](#)

[ABA Annual Meeting panel, Law Firm Cybersecurity Requirements You Never Dreamed Of: Emerging Threats, Ethical Obligations to Clients, and Survival Tactics](#)

[The ABA Cybersecurity Handbook: A Resource for Attorneys, Law Firms, and Business Professionals, Second Edition](#)

[ABA Legal Technology Resource Center free webinars](#)

[When You Are the Whale: Growing Risks from Social Engineering Attacks](#)

[Today's Legal Technology Document Management](#)

[ABA Techreport 2019 Cybersecurity Article](#)

[Federal Chief Information Security Officer Handbook](#)



## Legal Operations by Helen Bukulmez

Legal operations is the efficient and effective delivery of legal services to the legal services consumer. The concept employs several technological, business, and legal elements, and may change form based on whether the legal services are provided to a corporation or an individual.

In the context of serving the needs of corporate clients, legal operations focuses on the efficient and effective delivery of legal services and client management. The ultimate question then is how can the law firm create, organize and deliver legal services to the client that creates the most value for the client?

Some of the most important factors in such client management become the following: (1) service delivery, (2) project management, (3) technology support, (4) change management, (5) outsource resources, (6) data analytics, and (7) financial management. Corporate Legal Operations Consortium (“CLOC”) is a great resource in understanding the workings of legal operations in the context of legal service delivery to the corporations: [https://cloc.org/wp-content/uploads/2019/10/What-is-Legal-Ops\\_Oct2019-FINAL.pdf](https://cloc.org/wp-content/uploads/2019/10/What-is-Legal-Ops_Oct2019-FINAL.pdf)

In firms focused on the delivery of legal services to individuals, in the context of mostly plaintiff’s work, legal operations focus on solving a range of business issues and concerns helping the law firm become leaner, more flexible and more profitable in a competitive market: how do we get the next best case, how do we create the best practices and streamline systems to drive the most efficiency, and how do we focus on the business aspect of running the law firm so as to create an environment where the attorneys can focus solely on serving the legal needs of the clients rather than being involved in the overall and daily management of the law firm as a business? Legal operations in plaintiffs’ firms is a relatively newer concept. Susan Rovetto is Director of Legal Operations who has been with the same New Jersey law firm, practicing plaintiff’s work, for decades. Susan describes her position with the firm as follows:

Legal operations is about understanding the vision of the firm and its goals so as to create sustainable growth strategies and while streamlining processes and systems to drive greater efficiency allowing the lawyers to focus on the practice of law. The Legal Operations professionals in plaintiffs’ firms must be highly organized innovative leaders that are continuously involved in professional and self development and gain the ability to develop, review and implement policies and procedures. It is crucial to understand legal terminology, best law firm practices, financial reporting and budgeting. Operational leaders must be good communicators both within the firm and with clients, have an analytical mindset with an eye for quality and solutions.

Background in operations, marketing, human resources, and project management specifically in the legal service industry, and skills in office system management, SOPs, client management, and corporate growth strategies are directly relevant to the success in legal operations in the plaintiffs’ legal service delivery firms.

### *Advice for Lawyers*

Attorneys interested in transitioning to legal operations roles may be well-served by focusing on gaining the knowledge and experience necessary in understanding the goals of the law firm and its clients in order to drive effective and efficient law firm management and operations practices. Joining groups such as CLOC, attending relevant ABA conferences in law firm management and operations, and completing CLEs



focused on driving efficiency in law firm practices and service delivery may be helpful in preparing the lawyers who will already be well-trained in the use of legal terminology based on their past legal experience.

### *Advice for Law Students*

Law school students interested in legal operations positions would be well-prepared to focus on research regarding legal operations in the sector in which they intend to work (defense or plaintiff's work), gain applicable skills and knowledge in human resources, financial management, service delivery, data analytics, communications, organizational management, marketing, and operations. Dual degrees in law and business, such as JD+MBA programs, may offer more opportunities to obtain the skills necessary for the legal operations positions. Additionally, any electives offered in law school for law practice management, marketing, and operations are directly relevant to the acquisition of skills and understanding of the legal operations concepts.

### *Resources*

[cloc.org](http://cloc.org)



## CONCLUSION

Having to respond to the demands of the legal services consumer, whether it is corporate clients seeking large savings in their annual legal spend budget or plaintiffs not willing to pay for extravagant dinners for their litigation attorneys, the legal landscape is changing. The same clients insist on faster, cheaper, and better legal services. Competition has forced law firms and other legal service providers to find more systemic methods to achieve efficiency and effectiveness. Although these changes may challenge the traditional legal mindset that has been comfortable with hourly billing and lucrative law firm gains, it provides excellent news to lawyers and law school students to find not only new career opportunities but also entrepreneurial chances.

The new career opportunities discussed in this track are mere samples.

The new legal world has a lot more space for creativity, organizational excellence, planning, adjustment, privacy, innovation, technology, efficiency, balance, and systemic and repeatable success. Isn't it a grand time to be a lawyer?

For further discussion, exchange of ideas, or any questions, please do not hesitate to reach out to the authors:

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