January 2026

Monthly Lexinfo Law Practice Management Alert

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Highlights

Internet Articles

- Everett, Stephanie. What is lockup in law firms? The cash flow problem killing profitable practices. – 2026 Jan 21 Lawyerist
- Hamilton, Jamie. 100s face axe at Baker McKenzie as AI reliance grows. – 2026 Feb 6 RollonFriday
- Henson, Benny. Legal research in law firms: Why accuracy matters more than speed. – 2026 Jan 28 Legal Support World
- Schmidt, Sally J. Walking in your client's shoes: How client empathy makes you a better lawyer. – 2026 Feb 6 Attorney at Work

Journal Article

- Mogale, Patrick. An analysis of the use of Chat GPT as an unreliable source for legal research by legal practitioners in South Africa. – 2025 39(1) Speculum Juris Law Journal p185

New Publications

- Bello, Mabel T Segun. Institutionalising Mentorship in the Legal Profession: A Strategic Blueprint for Professional Development. – Palmwine Publishing, 2025.
- Clark, Trevor. Financial Markets and the Ethics of Legal Practice. – Oxford University Press, 2026.
- Khalique, Natasha. A Practical Guide to Neurodivergence in Family Law. – Law Brief Publishing, 2026.
- Ramadan, Francesca (ed.) The Future of Legal Knowledge Management: Harnessing Artificial Intelligence. – Globe Law and Business, 2026.
- Stern Switzer, Carole and Dittmar, Lee. The AI-Enabled Law Firm. – American Bar Association, 2026.

Podcast

- Glaser, Zack. From hype to practice: Using Microsoft Copilot in your law firm, with Ben Schorr. - 2026 Jan 22 Lawyerist

Upcoming Events:

23 February 2026
Innovation and wellbeing in legal education | A webinar presented by the IBA Professional Wellbeing Commission and the IBA Academic and Professional Development Committee. View here.

12 March 2026
Launch of the IBA Raising the Bar: Women in Law Global Report. View here.

10 June - 12 June 2026
3rd IBA Global Professional Ethics Symposium | Lisbon, Portugal. View here.

24 June - 26 June 2026
11th World Women Lawyers' Conference | Lisbon, Portugal. View here.

27 July - 30 July 2026
IBA Law Firm Management Committee Academy for Leaders | King's College London, London, England. View here.

26 November 2026
Building the Law Firm of the Future | A conference presented by the IBA Law Firm Management Committee. View here.

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ACCOUNTABILITY

Internet Articles

Patel, Rakhee. From metrics to management: Turning KPIs into partner accountability.
2025 Dec 17 LexisNexis
"This article explores how firm leaders can translate KPIs into real partner accountability, improving performance, profitability and client experience."
https://www.lexisnexis.co.uk/blog/future-of-law/from-metrics-to-management-turning-kpis-into-partner-accountability

Patel, Rakhee. How to create accountability without micromanagement.
2025 Dec 16 LexisNexis
"This article sets out practical steps to strengthen accountability and reputation management without slowing teams down or eroding trust."
https://www.lexisnexis.co.uk/blog/future-of-law/how-to-create-accountability-without-micromanagement

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ALTERNATIVE LEGAL SERVICE PROVIDERS

Report

Alternative Legal Services Providers 2025.
2025 Jan 28 Thomson Reuters
"Strong growth amid signs of a bifurcating market."
https://www.thomsonreuters.com/en-us/posts/wp-content/uploads/sites/20/2025/01/ALSP-Report-2025.pdf

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ARTIFICIAL INTELLIGENCE

Items related to the application of artificial intelligence in various areas covered by this newsletter are categorised under their respective topics rather than under the general heading of artificial intelligence. For example, items discussing the use of artificial intelligence in marketing are placed under the marketing section.

Chatbots

Internet Article

Hilborne, Nick. Clients demanding AI chatbots to "circumvent lawyers".
2026 Jan 12 Legal Futures
https://www.legalfutures.co.uk/latest-news/clients-demanding-ai-chatbots-to-circumvent-lawyers

Impact

Internet Articles

Arvizu, Tomas. State of the US Legal Market 2026 analysis: Will the AI bubble burst? A crucial warning for law firms.
2026 Jan 14 Thomson Reuters
"Key takeaways: Industry-wide AI investment brings risk – Strategic AI adoption leads to better returns – Long-term stability requires clear client value."
https://www.thomsonreuters.com/en-us/posts/legal/legal-market-report-2026-analysis-ai-bubble/

Hilborne, Nick. In-house lawyers most concerned about AI-related disputes.
2026 Jan 21 Legal Futures
https://www.legalfutures.co.uk/latest-news/in-house-lawyers-most-concerned-about-ai-related-disputes

Implementation and Use

Internet Articles

Barradell-Johns, Jack. Exploiting Copilot AI for SharePoint.
2026 Jan 14 Society for Computers & Law
Partial contents: Microsoft Copilot for SharePoint – Using agents for evil – Default agents – Custom agents – Benefits for attackers – How can you protect yourself?
https://www.scl.org/exploiting-copilot-ai-for-sharepoint/

Flower, Shamus. From data overload to strategic insight: How AI is reshaping legal investigations.
2026 Jan 28 The National Law Review
Partial contents: The limits of search-driven investigation – Moving beyond search to structured insight – Defensibility and attorney oversight remain central – Strategic implications for investigations.
https://natlawreview.com/article/data-overload-strategic-insight-how-ai-reshaping-legal-investigations

Hilborne, Nick. AI "enables smaller law firms to handle very large cases".
2026 Jan 22 Legal Futures
https://www.legalfutures.co.uk/latest-news/ai-enables-smaller-law-firms-to-handle-very-large-cases

Hilborne, Nick. In-house lawyers most concerned about AI-related disputes.
2026 Jan 21 Legal Futures
https://www.legalfutures.co.uk/latest-news/in-house-lawyers-most-concerned-about-ai-related-disputes

Oliver, Wes. Why law students should learn to code in the age of AI. *See* LEGAL EDUCATION

Reach, Catherine. Beyond the ban: Why your law firm needs a realistic AI policy in 2026.
2026 Jan 13 North Carolina Bar Association
"By implementing a policy that acknowledges the reality of AI usage while enforcing strict ethical boundaries, firms can turn a potential liability into a competitive advantage."
https://www.ncbar.org/2026/01/13/beyond-the-ban-why-your-law-firm-needs-a-realistic-ai-policy-in-2026/

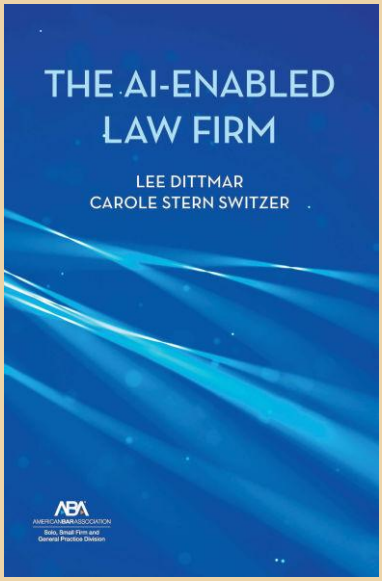
Roberts, Oliver. 85 Predictions for AI and the law in 2026: Full survey questions and results.
2026 Jan 5 The National Law Review
"To ground this year's inquiry, respondents were first asked a series of baseline questions addressing four core issues: the likelihood of near-term artificial general intelligence (AGI), the potential replacement of entry-level lawyers, appropriate disciplinary responses to fabricated AI-generated filings, and whether U.S. law schools are adequately preparing students for an AI-enabled practice."
https://natlawreview.com/article/85-predictions-ai-and-law-2026-full-survey-questions-and-results

Serra, Alexandria. Why smart lawyers are building AI tools instead of buying them.
2026 Jan 29 The National Law Review
"For lawyers and legal educators, vibe coding represents a meaningful shift in the way we engage with AI. The technical barrier that once separated "users" from "builders" has largely disappeared. Today, functional, custom AI tools can be created in platforms like ChatGPT, Claude, or Gemini in under an hour, often with no coding experience at all. That type of accessibility raises a practical question for law firms and legal organizations: when does it make sense to purchase a vendor-supplied legal technology product, and when is it more effective to build a custom, vibe-coded solution? Understanding the buy-versus-build distinction is key to using AI strategically rather than reflexively."
https://natlawreview.com/article/why-smart-lawyers-are-building-ai-tools-instead-buying-them

Sternthal, Maya. Your legal confidence checklist for 2026.
2026 Jan 15 LexisNexis
Partial contents: Place AI within core legal work – Set clear rules for oversight and review – Be open with clients about AI use – Develop practical AI skills across the team – Keep pace with regulation and professional duties.
https://www.lexisnexis.co.uk/blog/future-of-law/your-legal-confidence-checklist-for-2026

Zimmerman, Kelly F. Bridging the AI skills gap: From legal support to strategic partner.
2026 Jan Legal Management
"Learn how law firm administrators can lead during the AI revolution."
https://www.alanet.org/legal-management/2026/january/features/bridging-ai-skills-gap-from-legal-support-to-strategic-partner

New Publication



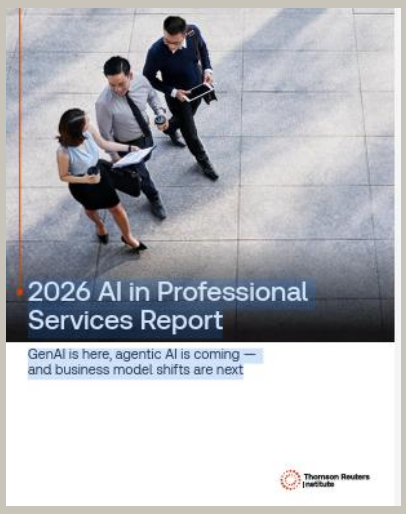
Stern Switzer, Carole and Dittmar, Lee. The AI-Enabled Law Firm. – American Bar Association, 2026.
ISBN-13: 9781639057160
"Planning for the effective integration and management of AI within a global law firm or corporate legal department represents a significant commitment - one that will undoubtedly consume substantial time, resources, and ongoing attention from leadership. This investment may initially appear as an unwelcome expansion of non-billable overhead, leading some to question its value proposition against traditional legal service delivery models. However, this planning process is not merely advisable but essential in a legal landscape where technological adaptation has become a competitive necessity rather than a discretionary advantage. The considered implementation of AI governance frameworks, training programs, and ethical guidelines serves multiple critical functions: It mitigates potentially severe regulatory, liability, and reputational risks that could arise from unstructured AI adoption; it creates the foundation for more efficient legal operations that will ultimately enhance client value; and it positions the organization to thrive amid unprecedented technological disruption that is already transforming client expectations, competitor capabilities, and the fundamental economics of legal practice. What may seem like an administrative burden today represents the scaffolding upon which tomorrow's successful legal enterprises will be built."
Order information available here.

Podcasts

Lambert, Greg and Gebauer, Marlene. Bot overlords, deepfakes, and the weight of the robe: Judge Scott Schlegel on AI in the courts.
2026 Jan 5 3 Geeks and a Law Blog
https://www.geeklawblog.com/2026/01/bot-overlords-deepfakes-and-the-weight-of-the-robe-judge-scott-schlegel-on-ai-in-the-courts.html

Tongol, Robyn. LawTech Talks: AI means more lawyers, not fewer.
2026 Jan 23 Lawyers Weekly
"Wight also discusses how lawyers can be thinking bigger about their AI vision, creating greater access to justice, results from AI Paralegal's beta stage, practical steps to reframe one's thinking on AI utilisation, impacts upon the charging for services, and the trial and error that is coming for legal of all stripes."
https://www.lawyersweekly.com.au/podcast/43675-lawtech-talks-ai-means-more-lawyers-not-fewer

Report



Thompson Reuters Institute. 2026 AI in Professional Services Report GenAI is here, agentic AI is coming – and business model shifts are next.
"Now, as the professional services field enters 2026, TRI sees organizations turning towards more strategic thinking around AI. Chiefly, these organizations are determining how AI fits within wider professional workflows, leading organizational leaders to accelerate conversations about AI's value both internally and externally, and precipitate planning with AI as a central part of their professional services business strategy now and into the future."
https://www.thomsonreuters.com/content/dam/ewp-m/documents/thomsonreuters/en/pdf/reports/2026-ai-in-professional-services-report.pdf

Resources

Internet Article

Ormand, Jamie and Sorendo, Anthony. Beyond the hype: The legal AI tools law firms are really using today.
2026 Jan 12 Attorney at Work
https://www.attorneyatwork.com/lega-ai-tools-2026-how-firms-are-really-using-ai-today/

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BUSINESS DEVELOPMENT

Guide

Attorney at Work. Smart Growth Strategies guide.
2026 Jan 22 Attorney at Work
Partial contents: Essential investments: The five core areas firms must invest in today for resilient, sustainable growth over the next decade – The talent crisis: How to counter the shrinking pool of productive lawyers and attract next-generation talent – The long-game mindset: How future-focused firms can thrive amid demographic and technological disruption.
Download here.

Internet Articles

Bell, Steve. What makes a law firm business development plan effective?
2026 Jan 21 LawVision
"An effective business development plan acknowledges the complexity of law firm sales and sweats the details. Call it sales management."

https://lawvision.com/what-makes-a-law-firm-business-development-plan-effective/

Bunnell, Mo. What law firms can learn from business development outside the law.
2026 Jan 27 The National Law Review
Partial contents: Business development works better when it's intentional – Trust is built by acting like a trusted advisor – The best conversations don't feel like events – Sometimes the messenger matters more than the message – Long-term relationships start earlier than you think – Reminding clients of the full relationship matters.
https://natlawreview.com/article/what-law-firms-can-learn-business-development-outside-law

Green, Rob. The Pan-African growth strategy: How Dentons, Bowmans, and ENSafrica are scaling across Africa.
2026 Jan 9 The GRM Group
https://globallegalmarket.substack.com/p/the-pan-african-strategy-learning

Ramsey, Jennifer and Senese, Megan. Start differently this year: 3 Smart business development tips for 2026.
2026 Jan 20 Attorney at Work
https://www.attorneyatwork.com/start-differently-this-year-3-business-development-tips-for-2026/

Podcast

Fretzin, Steve. Business, ego, and grit: Law firm growth strategies from John Morgan's playbook.
2026 Jan 15 Attorney at Work
"Learn law firm growth strategies from John Morgan. Learn why self-awareness, firing fast, and generosity are the keys to scaling a massive practice."
https://www.attorneyatwork.com/law-firm-growth-strategies-what-lawyers-can-learn-from-john-morgans-playbook/

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CLIENT RELATIONSHIPS

Internet Articles

Brown, Doug. Why smart lawyers can't handle difficult people (it's not what you think).
2026 Jan 22 LinkedIn Pulse
Partial contents: Why your brain sabotages you – The one technique that actually works – The 60-second review that changes everything.
https://www.linkedin.com/pulse/why-smart-lawyers-cant-handle-difficult-people-its-doug-hnlnc/?trackingId=XSMF3lDZTUyE8eDBmOZ8SA%3D%3D

Patel, Rakhee. How to align pricing strategy with client expectations.
2025 Dec 15 LexisNexis
Partial contents: Understanding law firm client expectations today – How to build trust with a client through transparent pricing – Designing client–centric pricing models that still protect margin – Making pricing central to personalised client service strategies – Using data, technology and feedback to keep pricing aligned – Turning pricing into a long–term trust asset.
https://www.lexisnexis.co.uk/blog/future-of-law/how-to-align-pricing-strategy-with-client-expectations

Patel, Rakhee. How to maintain client confidence during internal change.
2025 Dec 16 LexisNexis
"This article explores how mid-sized law firms can maintain stability, reinforce trust and improve client satisfaction when internal developments risk unsettling key relationships."
https://www.lexisnexis.co.uk/blog/future-of-law/how-to-maintain-client-confidence-during-internal-change

Patel, Rakhee. How to manage difficult conversations about fees.
2025 Dec 16 LexisNexis
"This article explores practical ways to handle fee conversations with confidence, clarity and consistency, helping firms strengthen relationships and reduce complaints."
https://www.lexisnexis.co.uk/blog/future-of-law/how-to-manage-difficult-conversations-about-fees

Patel, Rakhee. How to turn satisfied clients into advocates.
2026 Jan 22 LexisNexis

Partial contents: Why advocacy starts with client experience, not marketing – Build advocacy through effective client communication – Resolve concerns early to protect trust and loyalty – Support your people to enhance client experience – Ask for advocacy in ways that feel natural – Use insight and technology to sustain advocacy at scale – From satisfaction to advocacy as a leadership discipline.
https://www.lexisnexis.co.uk/blog/future-of-law/how-to-turn-satisfied-clients-into-advocates

Roberts, Kate. Expectations keep rising, so prioritise client experience.
2026 Jan 28 Legal Futures
"These expectations have been shaped by experiences across other industries, and the modern client is now accustomed to instant confirmations, clear communications, transparency around next steps, and easy access to information. These expectations are now influencing how clients choose, assess and remain loyal to legal providers."
https://www.legalfutures.co.uk/blog/expectations-keep-rising-so-prioritise-client-experience

Rubinia, Giuliana. How to read subtle buying signals in corporate clients.
2026 Jan 22 LexisNexis
https://www.lexisnexis.co.uk/blog/future-of-law/how-to-read-subtle-buying-signals-in-corporate-clients

Podcast

Everett, Stephanie. What lawyers get wrong about teaching clients and teams, with Danielle Hall.
2026 Jan 15 Lawyerist
"Danielle explains how adult learners differ from students in traditional classrooms and what this means for client communication, team training, and CLE presentations. They explore why information overload backfires, how focusing on the "why" improves understanding, and simple ways to design learning experiences that actually stick without making things more complicated."
https://lawyerist.com/podcast/what-lawyers-get-wrong-about-teaching-clients-and-teams-with-danielle-hall/

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COMMUNICATION

Podcast

Chodos, Julie and Houghtailing, Ann Marie. Why feedback has shifted from a soft skill to a strategic imperative.
2026 Jan 29 Strategies & Voices
"Tune in to learn: How storytelling strengthens business development, differentiates attorneys in crowded markets, and helps firms move beyond information-heavy pitches – Why consistent, real-time feedback is a business imperative, impacting productivity, talent development, and the client experience – Where firms lose money and momentum when communication breaks down - and how to correct it – The myths that hold lawyers back from giving and receiving the information needed to grow – Practical ways to integrate storytelling and feedback into pitches, training, team leadership, and day-to-day client service."
https://www.strategiesandvoices.org/Article-Details/why-feedback-has-shifted-from-a-soft-skill-to-a-strategic-imperative

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COMPETITION

Internet Article

Halliwell, David. Is competition in the legal sector stifling innovation?
2026 Jan 13 Legal Futures
https://www.legalfutures.co.uk/blog/is-competition-in-the-legal-sector-stifling-innovation

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CULTURE

Internet Articles

Carter, Eryn. Resilience by design: Building a secure work culture that lasts.
2026 Jan Legal Management

"When we talk about creating a strong work environment, the conversation often moves toward strategy, structure or systems. All are important, but none are sufficient on their own. At the core of every strong organization is something less tangible, yet far more powerful: a culture that is both secure enough to support people and resilient enough to adapt to constant change."
https://www.alanet.org/legal-management/2026/january/columns/resilience-by-design-building-secure-work-culture-that-lasts

Patel, Rakhee. How to evolve firm culture without losing your identity.
2025 Dec 22 LexisNexis
Partial contents: Understand the cultural foundations that matter most – Align cultural evolution with wellbeing and inclusion – Redesign cultural touchpoints for a hybrid future – Embed culture into client experience and operational strategy – Build an evolutionary roadmap, not a one–off initiative.
https://www.lexisnexis.co.uk/blog/future-of-law/how-to-evolve-firm-culture-without-losing-your-identity

Patel, Rakhee. Managing partner transitions without destabilising culture.
2025 Dec 16 LexisNexis
"This article explores how forming partnership consensus, structured transition planning and targeted leadership training can preserve cohesion during a change in managing partner."
https://www.lexisnexis.co.uk/blog/future-of-law/managing-partner-transitions-without-destabilising-culture

Rubinia, Giuliana. The link between learning culture and client satisfaction.
2026 Jan 22 LexisNexis
Partial contents: Why learning culture matters in large law firms – Evaluating learning outcomes as a client-facing discipline – Learning culture, wellbeing and performance across the profession – Learning culture as a driver of client trust – Turning learning culture into client value – Learning culture as a strategic advantage.
https://www.lexisnexis.co.uk/blog/future-of-law/the-link-between-learning-culture-client-satisfaction

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FINANCIAL MANAGEMENT

Internet Articles

Everett, Stephanie. What is lockup in law firms? The cash flow problem killing profitable practices.
2026 Jan 21 Lawyerist
"Lockup is the time between doing the work and actually getting paid for it. … Most small law firms I work with have lockup between 60-120 days. They're profitable on paper but constantly stressed about money. The good news: Lockup is fixable. Here are changes that actually work."
https://lawyerist.com/news/what-is-lockup-in-law-firms-the-cash-flow-problem-killing-profitable-practices/

Patel, Rakhee. How to align pricing strategy with client expectations. *See* CLIENT RELATIONSHIPS

Patel, Rakhee. How to improve financial transparency across legal practice groups.
2025 Dec 22 LexisNexis
Partial contents: Why financial transparency matters in large law firms – Standardising transparency metrics across practice groups – Strengthening time recording and billing visibility – Embedding financial governance and oversight – Using benchmarking to create shared understanding – Improving reporting and communication – Linking transparency to client experience – Supporting transparency with insight and technology.
https://www.lexisnexis.co.uk/blog/future-of-law/how-to-improve-financial-transparency-across-practice-groups

Patel, Rakhee. How to measure learning ROI in professional services.
2026 Jan 5 LexisNexis
Partial contents: Reframing learning ROI around business outcomes – Moving beyond attendance and completion metrics – Using client outcomes as a proxy for learning ROI – Building a learning ROI dashboard for large firms — Embedding measurement into the learning culture.
https://www.lexisnexis.co.uk/blog/future-of-law/how-to-measure-learning-roi-in-professional-services

Short, Mike. Link PE with AI for a needed change management discussion in 2026.
2026 Jan 6 LawVision
https://lawvision.com/link-p-e-with-a-i-for-a-needed-change-management-discussion-in-2026/

Skinner, David and Skinner, Karen. Want to get paid faster? 5 Ways to fix law firm invoicing.
2026 Jan 27 Attorney at Work
https://www.attorneyatwork.com/want-to-get-paid-faster-5-ways-to-fix-law-firm-invoicing/

Torres, Marisol. State of the US Legal Market 2026 analysis: How law firms can turn value into pricing power.
2026 Jan 26 Thomson Reuters
"Key insights: Pricing power now depends on clear, measurable value – Value delivery spans five critical stages – Action is essential."
https://www.thomsonreuters.com/en-us/posts/legal/state-of-the-us-legal-market-2026-analysis-value-pricing-power/

Podcast

Everett, Stephanie. KPIs for lawyers: Measuring your law firm's financial health, with Bernadette L. Harris (Remastered).
2026 Jan 1 Lawyerist
"You'll gain practical knowledge about five crucial areas that directly impact your firm's success. Understand your **net profit margin** like never before – not just the surface numbers, but the true profitability that informs your strategic decisions. Explore **utilization rate** and discover how to optimize your team's time for maximum productivity. Learn the critical importance of your **realization rate** and practical steps to ensure you're capturing the revenue you've earned. See how mastering **AR aging** can directly impact your cash flow and create financial stability. Plus, uncover the strategic advantage of understanding your **revenue by practice area**, empowering you to make smarter choices about your firm's financial future."
https://lawyerist.com/podcast/kpis-for-lawyers-measuring-your-law-firms-financial-health-with-bernadette-l-harris-remastered/

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HUMAN RESOURCES

AI-Driven Restructuring

Internet Article

Hamilton, Jamie. 100s face axe at Baker McKenzie as AI reliance grows.
2026 Feb 6 RollonFriday
"Baker McKenzie is laying off up to a tenth of its global business services workforce as part of a reorganisation driven in part by its increased use of AI. Sources told RollOnFriday this week that Bakers was cutting "dozens of roles in London and Belfast" and "100s across the firm including in their offshore centers", across functions including know-how, research, marketing, secretarial". RollOnFriday understands the firm is seeking to make less than 10% of the worldwide support workforce redundant, equivalent to approximately 600-1,000 people. ... Pointing out that Bakers was not the only law firm making swingeing cuts to its legal support teams, the spokesperson said that "Following the review, and consistent with many other organizations, we are proposing a series of changes to how we operate and deliver important business services". In November, Clifford Chance cut 10% of its UK business services staff while Irwin Mitchell slashed all its litigation paralegals. Freshfields cited AI as it laid off paralegals in September."
https://www.rollonfriday.com/news-content/exclusive-100s-face-axe-baker-mckenzie-ai-reliance-grows

Career Development

Internet Article

Rubinia, Giuliana. The future of associate career paths in large firms.
2026 Jan 22 LexisNexis
Partial contents: Why traditional associate progression models are under pressure – Senior associates as the highest flight risk – Alternative career models are reshaping expectations – Rethinking development and retention in large firms – Building a sustainable associate model for the future.
https://www.lexisnexis.co.uk/blog/future-of-law/the-future-of-associate-career-paths-in-large-firms

Lateral Partners

Internet Article

Barclay, James. Lateral partners don't fail for lack of talent, they fail for lack of trust.
2026 Jan 27 Attorney at Work
Partial contents: Trust is a tangible deliverable, not a soft skill – Move beyond portability to connectivity – Align incentives with collaboration.
https://www.attorneyatwork.com/lateral-partners-dont-fail-for-lack-of-talent-they-fail-for-lack-of-trust/

Partner Compensation

Internet Article

Patel, Rakhee. How to balance profitability with fairness in partner compensation.
2025 Dec 22 LexisNexis
Partial contents: Understanding the financial realities shaping partner compensation – Building fairness through transparency and structured processes – Aligning partner incentives with long–term profitability – Using data and performance insight to modernise compensation frameworks – Strengthening culture to support equitable profit sharing.
https://www.lexisnexis.co.uk/blog/future-of-law/how-to-balance-profitability-with-fairness-in-partner-compensation

Recruitment

Internet Articles

Bairos, Joncarlo. What hiring managers must prioritize to attract talent in 2026.
2026 Jan Tloma Today
"Hiring managers who communicate growth pathways, learning opportunities, workflow strength, and the firm's direction will stand out. Legal assistants and law clerks are choosing roles that feel meaningful, stable, and progressive. Given recent trends, it is unrealistic to expect salary and hybrid flexibility alone to secure a candidate. The firms that win talent in 2026 will be those who communicate growth, show stability, and give candidates a path worth moving for."
https://www.tloma.com/about-tloma/tloma-today/details/tlomatoday---january-2026?expand=what-hiring-managers-must-prioritize-to-attract-talent-in-2026---tloma-january-2026

Caplane, Laurie. Choosing a legal recruiter: What law firms should vet before hiring.
2026 Jan 30 JD Supra
"Firms should prioritize deep practice expertise, local market credibility, a verifiable track record, disciplined methodology, and clear, honest communication. The right recruiter functions as a discreet, trusted partner focused on long-term success—not just filling a role. Vet their experience, confirm their references, assess their market presence, and ensure they genuinely understand what makes your firm distinct."
https://www.jdsupra.com/legalnews/choosing-a-legal-recruiter-what-law-5175408/

Green, Rob. The unspoken reality of client poaching in the recruitment process.
2026 Jan 25 The GRM Group
"Be careful who you interview, they might steal your clients."
https://globallegalmarket.substack.com/p/the-unspoken-reality-of-client-poaching

Green, Rob. What law firms can learn from the world's elite sports teams.
2026 Jan 22 The GRM Group
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Partial contents: Why standardisation feels like a threat in mid-sized firms – Focus on decision points, not creative judgement – Build workflows around client experience outcomes – Use governance to enable, not restrict, innovation – Treat standardisation as a living system – Technology should support judgement, not replace it – Leading the cultural shift.
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Purchase information available here.

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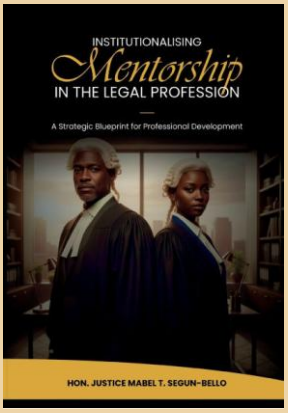

Bello, Mabel T Segun. Institutionalising Mentorship in the Legal Profession: A Strategic Blueprint for Professional Development. – Palmwine Publishing, 2025.
ISBN: 9781917267663
"Drawing from real experiences, strategic insights, and tested models, this book presents a practical roadmap for law firms, legal associations, and training bodies to design mentorship programs that are measurable, impactful, and future-ready. Whether you're a senior partner, legal educator, or young practitioner seeking clarity and direction, this book offers the tools to build a thriving mentorship culture, one that institutionalises excellence and secures the profession's future."
Order information available here.

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"The episode highlights how intentional mentorship and community support can reduce uncertainty, build confidence, and create clearer pathways into the legal profession."

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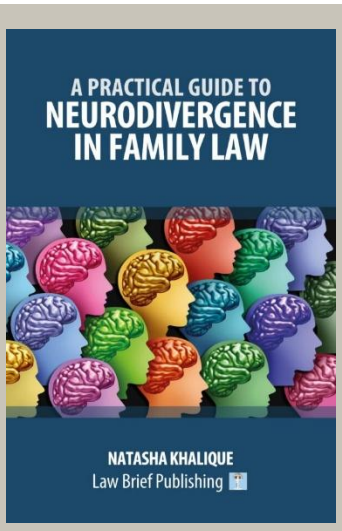
NEURODIVERSITY

New Publication



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ISBN: 978-1-918241-11-2
"*A Practical Guide to Neurodivergence in Family Law* is a groundbreaking, must have resource for every family law practitioner. Written by a neurodivergent barrister with autism and ADHD, it offers a uniquely informed, insider perspective that bridges the gap between legal practice and lived experience. The book demystifies what neurodivergence is, and crucially, what it isn't. This book brings clarity to an area that is often misunderstood within the family courts. Designed as an SOS guide for busy professionals, it provides accessible and actionable guidance that can be applied immediately."
Partial contents: What is neurodivergence? – Attention deficit hyperactivity disorder (ADHD) – Autism spectrum disorder/autism spectrum condition (ASD/ASC) – Intersectionality and neurodivergence – Legal framework and duties – Barriers to participation – Representing a neurodivergent client – Neurodivergence in public law proceedings – Neurodivergence in private law proceedings.
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"This article explores how governance frameworks strengthen efficiency, improve quality outcomes and support sustainable performance across multi office environments."
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The productivity blind spot in law firms.
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Legal practice – Attorney trust account funds – Whether attorneys breached fiduciary duty in handling trust monies paid for void sale of immovable property – Legal Practice Act 28 of 2014 and Financial Intelligence Centre Act 38 of 2001 considered together with case law on trust accounts – Presiding judge in court *a quo* had undisclosed close relationship with First Respondent as firm representing him in personal litigation – Bias and conflict of interest alleged on appeal and failure to recuse *mero motu* raised – Funds remained property of purchaser until property registered – Only depositor could instruct use – Respondents breached fiduciary duty and failed to uphold standard of *uberrima fides* – Conduct amounted to gross negligence – Appeal upheld and respondents ordered to repay funds with interest and costs.
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Application by Limpopo Provincial South African Legal Practice Council to strike attorney from roll – Disciplinary proceedings under Legal Practice Act 28 of 2014 – Allegations of misconduct including shouting at magistrate, forging court order, submitting forged letter of good standing – Respondent raising premature application and denial of notification of disciplinary outcome – Court finding respondent notified and failed to appeal – Misconduct proved on balance of probabilities – Dishonesty through forgery and uttering constituting fraud – No exceptional circumstances to warrant suspension – Order removing respondent from roll and appointing curator to administer trust accounts – Costs awarded on attorney and client scale.
https://www.saflii.org/za/cases/ZALMPPHC/2025/240.html
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- **Masilela, Sinenhlanhla. Limpopo attorney disbarred after forging a court order and falsifying documents for a job.** – 2026 Jan 20 IOL News
  https://iol.co.za/news/crime-and-courts/2026-01-20-limpopo-attorney-disbarred-after-forging-a-court-order-and-falsifying-documents-for-a-job/

Wheatley v Commission for Conciliation, Mediation and Arbitration and Others (2025/231674) [2026] ZALCD 1 (13 January 2026)
Legal representation – Urgent application to review CCMA ruling refusing legal representation – Allegations of gross irregularity and bias against commissioner – Procedural defects including absence of record, premature relief and improper prayers seeking recusal and investigation – Court finding application unsustainable, vexatious, and abuse of process – Application dismissed – Costs ordered *de bonis propriis* against applicant's attorneys – Registrar directed to furnish judgment to Legal Practice Council – Labour Court lacks jurisdiction to order commissioner's recusal or direct CCMA investigations – Practitioners must comply with procedural rules and avoid frivolous litigation.
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Partial contents: It's time we stop shying away from the truth – Embracing compassionate professionalism – Learning the warning signs of depression, anxiety and burnout – Stepping into the awkward silence – Finally, compassionate professionalism means committing to kindness.
https://www.attorneyatwork.com/compassionate-professionalism/

Hilborne, Nick. Solicitor who lied to his law firm about having cancer is struck off.
2026 Jan 20 Legal Futures
""Mr Panchamiya had numerous opportunities to correct the false impression made before he was confronted by the firm. "He did not do so. Instead, he compounded his initial lie with further acts of dishonesty, including taking the extraordinary step of falsifying medical evidence.""
https://www.legalfutures.co.uk/latest-news/solicitor-who-lied-to-his-law-firm-about-having-cancer-is-struck-off

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https://www.legalfutures.co.uk/latest-news/strike-off-for-solicitor-who-told-colleague-to-lie

Patel, Rakhee. Legal ethics in the AI age: Ensuring integrity in digital decision-making.
2025 Dec 23 LexisNexis
Partial contents: Why legal ethics must evolve alongside AI – Maintaining human judgment in AI–supported decisions – Governance structures that support ethical AI use – Protecting confidentiality and data integrity – Addressing bias, discrimination and fairness – The impact of AI on roles and legal technology jobs – Engaging clients with transparency and clarity – Monitoring performance and learning from feedback.
https://www.lexisnexis.co.uk/blog/future-of-law/legal-ethics-in-the-ai-age-ensuring-integrity-in-digital-decision-making

Rose, Neil. Professional ethics network to push for "cultural step-change".
2026 Jan 6 Legal Futures
""Our evidence gathering … reveals how the conduct of some legal professionals can fall short of ethical standards, such as when their independence is compromised or when they mislead the courts," the LSB said. "Such conduct harms consumers and diminishes the rule of law, eroding public trust. It is critical that professional ethics are understood and upheld by the legal profession.""
https://www.legalfutures.co.uk/latest-news/professional-ethics-network-to-push-for-cultural-step-change

Rose, Neil. Solicitor billed 28 hours a day to maximise bonus.
2026 Jan 5 Legal Futures
"… In the year to 30 June 2022, she recorded 7,511.70 hours over 266 days (an average of 28.24 hours a day), which included 133 days when she claimed more than 24 hours. "Ms Ahmed continued to do this, even after being warned in a meeting on 7 April 2022, and by so doing she misled the firm," the SDT said."
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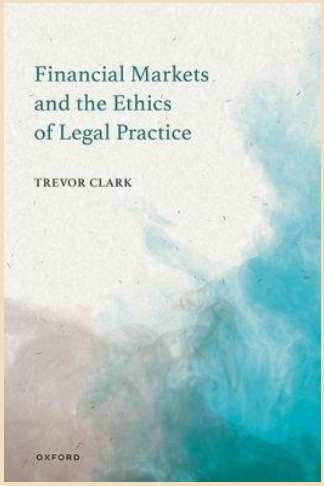
New Publication



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ISBN-13: 9780198977179
"Through detailed examples of lawyer-driven evolution of contractual terms transaction structures, this book investigates a significant field of international law firm practice, leveraged finance. Case studies include 'add backs' in financial covenants, and defects in typical intercreditor agreements such as the controversial 'trap door' and similar mechanisms first deployed in the restructuring of the US retailer, J Crew. Clark examines the adverse consequences of these findings from the lens of professional ethics standards, the allocation of risk in transaction structure and terms, the reduced range of restructuring options for lenders in the event of borrower financial distress, as well as potential wider economic effects. Written by a legal scholar, and former long-serving partner at a major international law firm, this book offers an empirically rich insider perspective into corporate law practice."
Purchase information available here.

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2026 Jan 8 Wisconsin Lawyer
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2026 Feb 6 Attorney at Work
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https://www.attorneyatwork.com/get-smarter-read-or-listen-to-a-book/

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Veñegas, Noemie. Protégé: Why declaring your goals early can transform your legal career.
2026 Jan 27 Lawyers Weekly
"One sentence. One moment. One career-defining shift. Here, Jessica Thurtell reveals how speaking your bold goals out loud early in your career and aiming high as a law graduate can completely transform the trajectory of your legal journey."
https://www.lawyersweekly.com.au/podcast/43683-protege-why-declaring-your-goals-early-can-transform-your-legal-career

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Partial contents: Rising operational pressures reduce profitability – Hidden cost #1: Inefficient staffing models – Hidden cost #2: Weak time capture and rising lock–up – Hidden cost #3: Unprofitable legal aid work – Hidden cost #4: Unequal work allocation and underbilling – Hidden cost #5: Productivity and leadership gaps – Profitability strategies for medium–sized law firms.
https://www.lexisnexis.co.uk/blog/future-of-law/the-hidden-costs-that-erode-law-firm-profitability

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Partial contents: Understanding the financial realities shaping partner compensation – Building fairness through transparency and structured processes – Aligning partner incentives with long–term profitability – Using data and performance insight to modernise compensation frameworks – Strengthening culture to support equitable profit sharing.
https://www.lexisnexis.co.uk/blog/future-of-law/how-to-balance-profitability-with-fairness-in-partner-compensation

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Apps/Software

Internet Article

Walsh, Lisa. How ESG demands are driving change in legal document management.
2026 Jan 26 LPM Magazine
"Lisa Walsh, chief operating officer at Bundledocs, highlights how e-bundling software offers a direct way for law firms to streamline operations, reduce waste, improve efficiency and demonstrate measurable progress against ESG commitments – particularly as clients are increasingly focusing on firms' ESG credentials."
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2026 Jan 22 Lawyerist
"For lawyers curious about AI but unsure where to begin, this episode offers a clear, realistic roadmap for adopting Copilot without compromising accuracy, ethics, or trust."
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Cybersecurity

e-book

Computers & Law: Cybersecurity Special Issue – Winter 2026. – Society for Computers & Law.
Purchase information available here.
See also:

- **Phillips, Fiona. Just Published: Computers & Law: Cybersecurity Special Issue.** – 2026 Jan 12 Society for Computers & Law.
  "This edition offers a range of insights designed to help lawyers prepare for, respond to, and recover from cyber incidents. Among the highlights: how court orders can serve as powerful tools in your cyber response strategy; the role of AI governance in strengthening security programs; and a cautionary look at how AI itself can introduce vulnerabilities. We also examine the impact of data centres and digital infrastructure on your risk exposure, provide updates on the proposed Cybersecurity and Resilience Bill, and explore the latest threat trends. You'll find analysis of a $380 million claim against a vendor following a breach and a review of Joe Tidy's compelling new book on the inner workings of teenage hackers, a sobering reminder of the human dimension behind these attacks."
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"This article explores how firms can use data analytics to improve forecasting, profitability, and long-term planning."
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"This article explores how financial and technology leaders can evaluate impact, strengthen operational transparency in law firms, and build a shared performance narrative."
https://www.lexisnexis.co.uk/blog/future-of-law/cfo-cio-alignment-measuring-tech-roi-in-enterprise-legal-operations

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Internet Article

Reach, Catherine. Start the year with a tech check.
2026 Jan 6 North Carolina Bar Association
"Explore practical tips and tools to help you start your year with a tech check, making your workflow smoother and your devices more secure."
https://www.ncbar.org/2026/01/06/start-the-year-with-a-tech-check/

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Internet Articles

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2026 Jan 7 The Law Society
"Elizabeth Rimmer explains why property law needs an open mental health culture, and how leaders can tackle this issue, building a positive environment by modelling best practice."
https://www.lawsociety.org.uk/topics/property/why-property-law-needs-an-open-mental-health-culture

Spannhake, Jamie. Chronic responsibility and lawyer burnout: Managing the stress of always being the responsible one.
2026 Jan 23 Attorney at Work
"Being "the responsible one" is a source of pride for lawyers. It's tied to competence, trust and professional identity. But constant vigilance takes a toll on our mental and physical health. Here are five ways to manage chronic responsibility and burnout, without guilt."
https://www.attorneyatwork.com/lawyer-burnout-and-chronic-responsibility-5-ways-to-manage-chronic-stress/

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"More needs to be done, both by those at the Bar and the legal profession more broadly, to manage the idiosyncratic wellbeing issues faced by barristers – including, but not limited to, moving beyond performative, awareness-raising conversations about barristers' experiences."
https://www.lawyersweekly.com.au/podcast/43636-improving-barristers-wellness

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