

---

# Contents

## Section 1: Leadership

**6** Finding a new way through difficult conversations (July 2017)

By Alison Nolan

**12** We need to have a serious talk about culture (October 2017)

By Peter Alfandary

**17** How leadership challenges evolve over the career of a lawyer (July 2019)

By Christopher Bockmann

**25** Does your personality influence your potential for partnership? (July 2023)

By Edward Walker

## Section 2: Culture, diversity, and ESG

**34** Empathy – do lawyers need it? (October 2022)

By Sophie Cameron

**40** Waste not, want not – recalibrating legal (April 2022)

By Eimear McCann

**44** Into the breach? Looking for legal leaders in the climate catastrophe (July 2023)

By Clare Harman Clark

**48** Let's get physical! Getting real about body inclusion (April 2024)

By Bendita Cynthia Malakia and Morgan Reams

## Section 3: Talent

**60** Smart collaboration: increasing the odds of productive lateral hiring (January 2018)

By Heidi K. Gardner

**67** Are non-execs the key to future success of law firms? (May 2019)

By Claire-Elaine Arthurs and Helen Foord

**71** Want to attract the best and brightest? (January 2022)

By Janet Taylor-Hall

**76** For the people: can apprenticeships pave the way for a more diverse legal profession? (July 2023)

By Lucie Allen and Jonathan Bourne

---

## Section 4: Business development

**82** The perils and pitfalls of business development (April 2017)

By Andrea Kennedy

**91** Three power tips for growing a huge book of business (October 2022)

By David H. Freeman

**94** How to future-proof your career (April 2023)

By Joanna Gaudoin

**100** The art of conversation (October 2023)

By Michelle Elstein

## Section 5: Finance

**110** Finance issues facing firms (July 2017)

By Brian Dunlop

**121** Data and dialogue: a relationship redefined (October 2018)

By Jaap Bosman

**126** How corporate legal departments can lessen the impact of law firm rate increases (January 2024)

By Richard Brzakala

**135** Law departments must become more discerning purchasers of legal tech (January 2024)

By Nathan Cemenska and Stephanie Corey

## Section 6: Technology

**144** Legal risk and sound management judgement: can artificial intelligence make us better lawyers? (October 2017)

By Jelena Schidzig and Stuart Weinstein

**149** The lazy lawyer's guide to winning new business (April 2020)

By Rebecca Harding and Andrew Nicholson

**156** The demystification of legal AI (January 2023)

By Uwais Iqbal

**162** Data Bites Back (January 2024)

By Joanne Brook