

# LawyersWeekly Legal ops unlocked 2025:

**Get future-ready or fall behind**

In 2025, legal operations sit at the centre of a transformed industry, with tech, data, and strategic support driving efficiency, agility, and measurable value.



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AI assistants / Business management / Cyber security / Document automation / Optimisation / Practice management software /  
Step change / Workflow / XAI



# LEGAL OPERATIONS GUIDE 2025

**WITH GROWING** client expectations, mounting complexity, and digital transformation redefining how law firms and legal departments deliver value, having optimised, future-proofed legal operations is vital.

Efficiency continues to be a strategic imperative, driven by the need to do more with less, streamline workflows, and demonstrate measurable impact.

As legal teams continue to adapt to these demands, the role of legal ops has expanded.

From AI-driven contract review and document automation to end-to-end matter management and real-time analytics, today's legal ops professionals are leveraging advanced tools to unlock productivity, enhance compliance, and improve service delivery. With AI legal assistants, eXplainable AI (XAI), and cyber security tools now embedded in daily operations, law firms are transforming how they manage risk, protect data, and respond to client needs. At the same time, business support models and flexible resourcing enable teams to scale efficiently and remain agile.

Lawyers Weekly's *Legal ops unlocked 2025: Get future ready or fall behind* is designed to support law firms and legal departments as they embrace this new era, helping legal professionals make sense of emerging technologies, implement smarter processes, and position their teams for long-term, sustainable success.

This guide provides key insights across nine chapters:

- Business management
- Cyber security
- Document automation
- Legal AI assistants
- Legal analytics and XAI
- Legal practice management software
- Optimising the legal function
- Step change
- Workflow

On behalf of Lawyers Weekly and our partners, we hope this guide acts as an educational and enlightening tool to help you both stay ahead of the curve in FY2025–26 and optimise your operations in an increasingly complex legal profession.



**Lauren Croft**

Commercial content writer  
Lawyers Weekly

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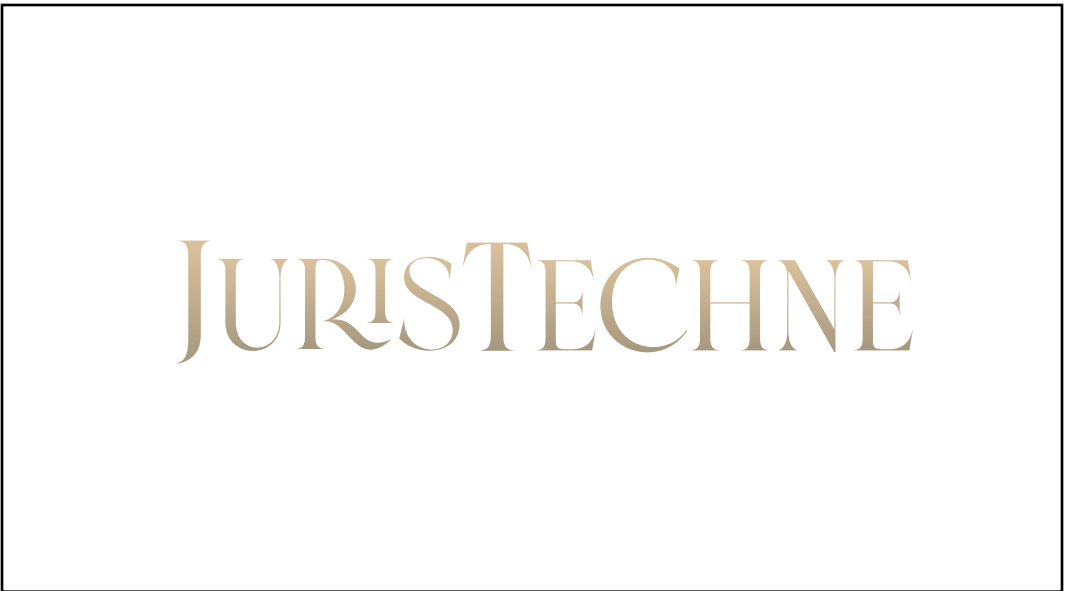
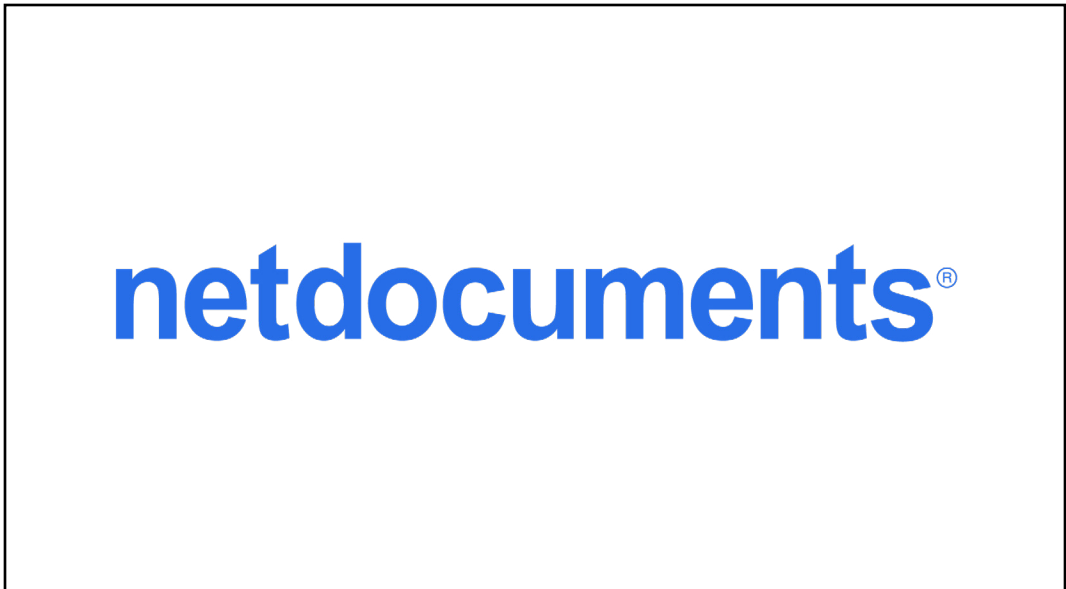
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WITH THANKS  
TO OUR  
PARTNERS







# LEGAL AI ASSISTANTS

AI legal assistants are rapidly reshaping the day-to-day operations of law firms and legal departments, enhancing efficiency, reducing costs, and supporting more informed decision making.







**ONCE LIMITED** to basic tasks like research or drafting, AI systems now act as intelligent collaborators, scanning vast amounts of matter data, generating high-quality first drafts, and assessing legal risk in real time.

Practice management solution LEAP combines matter management, accounting, automation, publishing, and AI into one fully integrated platform, including a suite of revolutionary purpose-built AI tools, carefully designed to meet the unique needs of law firms and help firms make more money.

LEAP also features proprietary AI technology designed specifically to support daily legal practice – and its trusted AI legal research assistant, LawY, generates matter-specific instant AI answers to legal questions from a legal knowledge base, before answers are verified by qualified Australian lawyers.

According to the CEO and founder of LEAP, Christian Beck, AI legal assistants are completely revolutionising a number of key areas within legal operations, particularly legal research.

“A good example of AI assistants is legal research. Until recently, in LawY, we would use AI to answer a question and then get a human to verify the answer. We have recently added a middle stage where the AI compares a wide range of sources to provide a far more accurate answer.

“It’s a bit like a human looking at various sources to decide which is the most likely source to be accurate. This interim step has greatly improved accuracy in LawY, but we still offer human verification free to maximise accuracy and ensure LawY answers are practical,” Beck says.

LawY, which is included in all LEAP subscriptions, also helps practitioners with drafting letters and documents, creating precedent orders, preparing court documents, reviewing case law or legislation, and proofreading, grammar checking and summarising information.

Using an AI assistant as part of a paid service also helps legal teams address concerns around data privacy, ethical use, and accuracy.



**YOU SHOULD STILL CHECK EVERYTHING THAT AI PRODUCES, BUT CHECKING SHOULD BE A LOT MORE ECONOMICAL THAN STARTING FROM SCRATCH IF YOU ARE USING GOOD AI SYSTEMS.**

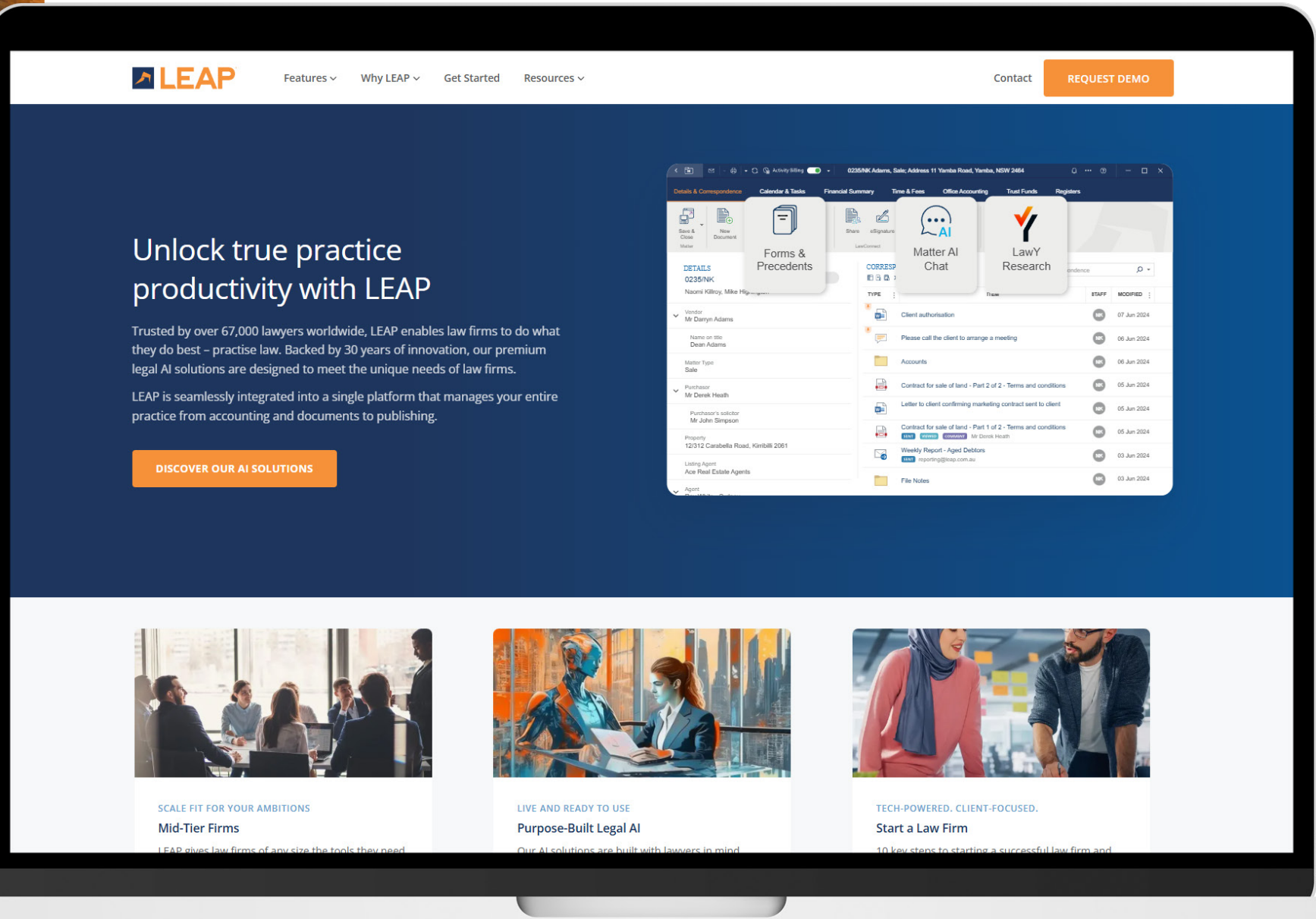
**Christian Beck**  
CEO and founder, LEAP







To learn more about LEAP Legal Software, [click here](#).



“In relation to privacy, it’s important to use a paid service where the provider of the service has a lot to lose if there is a security breach. This financial motivation provides the best incentive to ensure your data is only used to help you,” Beck says.

“In relation to ethics, most clients want a result from their lawyer at good value for money. AI can greatly enhance value if used well. You should still check everything that AI produces, but checking should be a lot more economical than starting from scratch if you are using good AI systems.”

Proper accuracy within AI assistants can also be achieved by:

- Reducing the amount of time the AI needs to respond by prompting it with the end goal in the output and providing it with as much information as possible about a matter.
- Using the best possible, most intelligent models, which can consider more data.
- Experienced lawyers testing and refining AI tools to ensure the output is as accurate as possible.

**Key benefits and practical advice**

Integrating AI legal assistants into daily workflows delivers tangible benefits for legal teams, from significant time savings and reduced costs to improved risk management and decision making.

However, for firms and legal teams to reap these benefits, choosing the right tools, ensuring proper training, and aligning technology with legal expertise is vital. According to Beck, one of the most significant benefits practitioners have experienced from implementing an AI assistant is its ability to generate a first draft of court documents quickly and efficiently.

“In our experience, the biggest time saver is in the production of first drafts of complex court documents. We use a human-developed prompt that outlines what should be covered in the draft. The system then scours the matter to find all such relevant information and provides a well-rounded first draft,” he says.

“Recent improvements in AI models and their ability to process larger amounts of data have greatly enhanced the ability to produce good first drafts. These first drafts should always be



checked by lawyers and their clients, but AI can produce them at a level comparable to a junior lawyer or paralegal.”

Looking ahead, AI legal assistants are set to continue to change the course of legal operations and improve the productivity of lawyers.

As such, Beck emphasises that presently, the profession is “just at the start of what can occur” in terms of this technology developing.

“There are many examples for improvement, but one example that I know is coming is for AI to continually assess risks for clients on important legal points. An example may be, ‘Did my client exercise coercive behaviour during the relationship?’ Every e-mail, text message or report could change the likelihood that a judge could decide they did. AI can easily read copious amounts of new information and update this likelihood and make it easy for the lawyer to track exposures,” he says.

“Such assessments would in the past be economically unviable to assess until all evidence

is compiled at the end of the matter. AI can quickly and cheaply determine the risk at any stage of the matter; it can also alert you if new material changes the risk profile for a wide range of issues.”

For firms and teams looking to implement a legal AI assistant in the future, training is of the utmost importance, as is choosing the right provider – and high-quality tech.

“It’s important to test solutions to make sure they work for your type of matter. A solution provider that is experienced in your area of law is far better than a technology provider that does not understand the law,” Beck says.

“Great solutions are created by a combination of good lawyers and good technology. There is no substitute for that.” ●

## ABOUT LEAP LEGAL SOFTWARE

[leap.com.au](https://leap.com.au)

**LEAP Legal Software is a practice management solution that combines accounting, document automation, matter management, publishing, and AI into one cohesive platform. It has been delivering intelligent legal software to revolutionise the way firms operate for over 30 years.**

**LEAP’s AI-powered features are included in every subscription, streamlining routine tasks and increasing billable hours. LEAP AI is exclusive to LEAP clients, and all tools are purpose-built to meet the unique needs of lawyers.**





# BUSINESS MANAGEMENT

Business management in the legal profession has, in the last five years, undergone a profound shift driven by digital transformation, rising client expectations, and growing competition.







**FOR LAW** firms and independent practitioners alike, embracing legal technology and streamlining operational processes has become essential not only for efficiency but also for survival, as modern legal operations now demand a more agile, tech-enabled approach.

Firms like Auxilium Law are the epitome of this transformation, offering a consultancy-based model that empowers lawyers to focus on clients and high-quality legal work, while trusted infrastructure supports the business side of practice.

For smaller firms, having a business management system or a consultancy firm like Auxilium Law manage their practice management services offers numerous benefits, according to Auxilium Law chief operating officer Ashli Kolege.

“It enhances efficiency through automation, improves compliance and data security, supports better decision making with real-time analytics, and allows firm owners to focus on providing specialty services to clients and foster stronger relationships,” she says.

“The legal landscape is a competitive market; these systems in discussion help lawyers and law firm owners

adapt quickly to change, reduce overheads and maintain profitability – making them essential for sustainable growth and long-term success.”

For firms or lawyers looking to engage these services, the first step, explains Auxilium Law chief executive officer Nora Fairbanks, is to “identify key operational pain points” – whether it’s limited flexibility, staying on top of compliance and regulatory obligations, inefficient workflows, or the time-consuming burden of invoicing and collections.

“We will prioritise transitioning you to platforms that offer integration with tools you already use, ensuring a smooth transition and data consistency. We will invest in your training and change management to maximise adoption for you and your team,” Kolege says.

“By integrating a robust practice management system, we create a single source of truth, improve visibility across operations and enhance data security. This not only streamlines day-to-day tasks but also ensures scalability, adaptability to regulatory changes, and resilience during periods of growth or disruption – ultimately future-proofing the practice while allowing lawyers to focus more on client service and legal excellence.”

Individual consultant lawyers or senior lawyers with a team are able to join Auxilium Law for infrastructure support, including invoicing, document management systems, practice management platform, provision of trust account, professional indemnity insurance, AML programs and conflict checks.

Consultants are given the freedom to “work how they want”, without the pressure of a traditional law firm model.

“There are no billing targets and no bureaucracy, red tape, no more complicated points-based systems between the partnership and partners meetings, which are often associated with traditional private practice law firms,” Fairbanks says.

“The consultant lawyer’s time and attention can be channelled into practising law and developing relationships, with the wider administrative and support function being provided by Auxilium Law.”

### **Building a future-proof, high-performing firm**

Creating a future-ready law firm requires more than legal expertise; it calls for integrated systems,





operational agility, and a culture that values innovation, collaboration, and client-centric service.

Auxilium Law, Fairbanks says, fosters a collaborative environment through a strong community of peers and encourages knowledge sharing between practitioners, allowing senior lawyers to transition into independent practice while maintaining the standards of a high-performing firm.

“This community ensures that lawyers can connect, are supported and aligned with best practices. With its consultants benefiting from the firm being managed centrally and a support network, they can focus their attention on developing relationships with their colleagues and seeking out areas of synergy between practice areas and mutual clients,” she says.

The firm’s operations team also continually trials, tests, and reassesses the latest legal tech, giving its consultant lawyers access to the most effective tools – from AI-assisted legal research platforms to intuitive practice management software. Auxilium Law also provides administrative support to small law firms without a practice manager – further giving time back to overworked partners and allowing them to focus on their clients.

“Our suite of technology includes a secure document management system with integrated client portals, advanced compliance and regulatory tools, and user-friendly interfaces – all designed to help consultants streamline their practice, deliver exceptional client service, and focus on sustainable growth,” Kolege says.

“In addition to streamlining operations through technology, our infrastructure team provides personal assistant support with day-to-day tasks and file management. Together, these tools – supported by our administrative team – minimise the administrative burden, improve compliance, and enhance productivity, empowering consultants to spend less time on operational tasks and more time on client-focused legal work.”

Consultancy law firms like Auxilium Law can also assist practitioners in managing their client books by centralising everything from matter management, time tracking, billing, and compliance into a secure, cloud-based platform.

This, according to Kolege, allows practitioners to access client files, financial data, and workflows from anywhere, ensuring continuity of service



**INTEGRATION SUPPORTS  
NOT ONLY OPERATIONAL  
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DATA INTEGRITY,  
AND CLIENT TRUST -  
CRITICAL FOUNDATIONS  
FOR SUSTAINABLE  
LEGAL PRACTICE.**

**Ashli Kolege**

Chief operating officer, Auxilium Law







during transitions like relocation, team changes, or practice growth.

“These systems automate routine tasks, enforce compliance protocols, and maintain accurate client records, reducing the risk of error or oversight. With features like secure client portals and streamlined



To learn more about Auxilium Group, [click here.](#)

document management, client communication remains consistent and professional,” she says.

Proper system integration can also reduce risk, particularly for smaller firms or senior lawyers breaking out on their own and needing infrastructure support.

“Integrated platforms enable seamless data sharing across functions – such as onboarding, matter management, document storage, invoicing, and financial reporting – reducing manual entry errors and ensuring data accuracy at every stage. As an example, during client onboarding, integrated systems streamline due diligence processes by enabling automatic identity verification checks and conflict checks, ensuring all compliance obligations are met from the outset,” Kolege says.

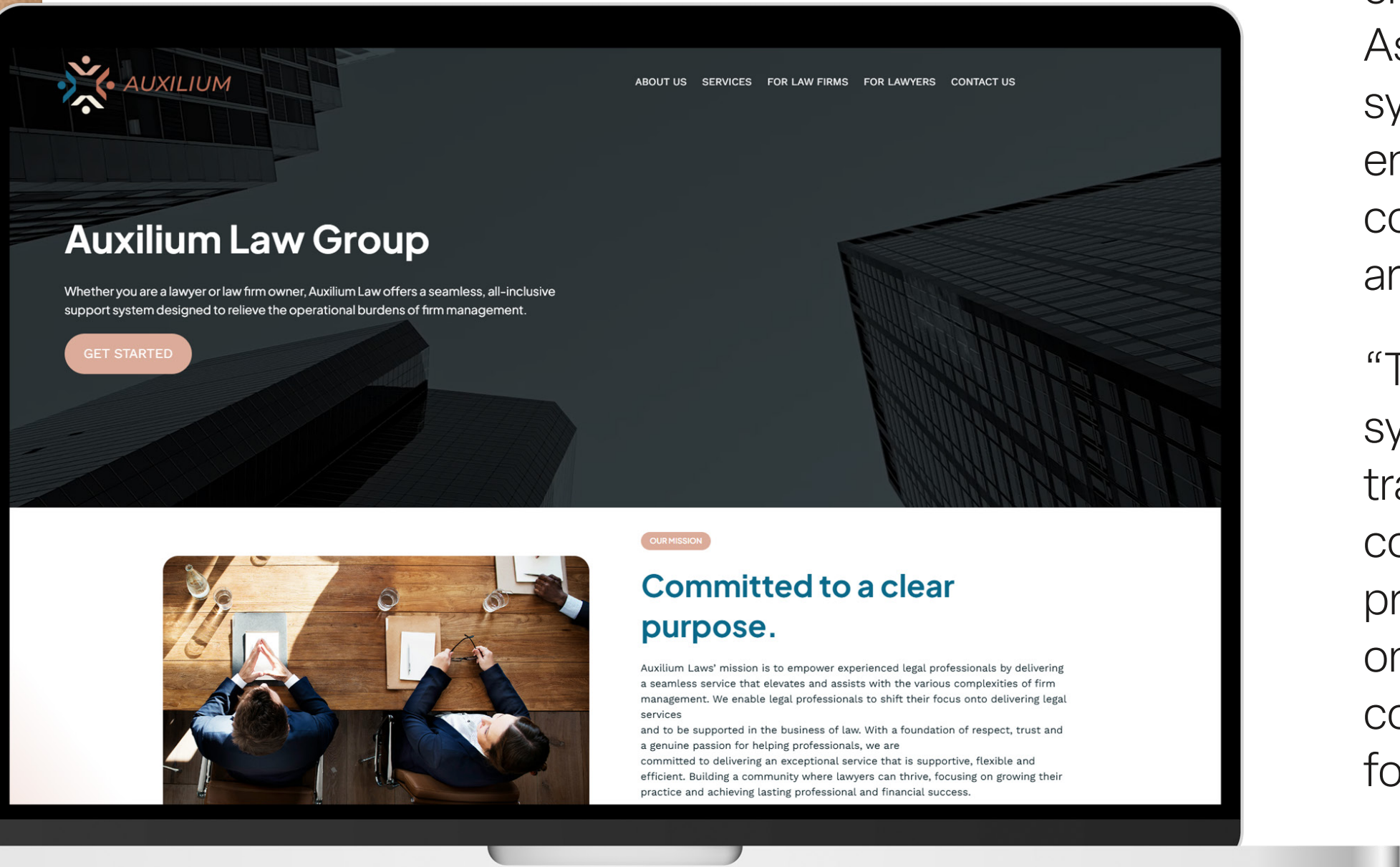
“Throughout the client relationship, integrated systems provide complete visibility and audit trails, supporting secure data handling, timely communication, and robust conflict management procedures. Ultimately, integration supports not only operational efficiency but also regulatory compliance, data integrity, and client trust – critical foundations for sustainable legal practice.” ●

ABOUT AUXILIUM GROUP

[auxiliumlawgroup.com](https://auxiliumlawgroup.com)

[Auxilium Law](#) is a consultancy law firm that supports senior lawyers and small-firm owners through flexible, end-to-end practice management solutions. By providing infrastructure such as compliance systems, AML programs, trust accounting, professional indemnity insurance, HR, finance, and legal tech, Auxilium allows lawyers to focus on their legal work – not logistics.

Whether you’re an individual lawyer seeking greater autonomy or a small-firm owner wanting to streamline operations, Auxilium offers a modern, values-driven way to practise law. Its model blends freedom with robust support, giving lawyers the tools and systems they need to build sustainable, client-focused practices within a trusted, collaborative environment.







# CYBER SECURITY

For law firms navigating a volatile digital landscape, cyber security is no longer a technical concern reserved for IT teams; it's a core business imperative.







**WITH INCREASINGLY** sophisticated threats, such as ransomware, data extortion, and business email compromise, law firms must adopt a proactive and strategic approach to security in 2025.

Having a robust cyber security program is especially important in the current market, as the rate of cyber crime in Australia and globally grows, with 83 per cent of organisations having been hit by a cyber attack last year.

Cyooda is an independent Australian cyber security and digital forensics consultancy, led by former King & Wood Mallesons chief information security officer John Reeman to protect law firms from cyber threats.

According to Reeman, “these threats have evolved from random, opportunistic attacks to highly sophisticated, targeted campaigns often backed by organised crime groups or nation-states”.

“Ransomware, business email compromise, supply chain attacks, and data extortion have surged, with law firms and professional service firms increasingly in the crosshairs due to the sensitive data they hold. Meanwhile, remote work, cloud adoption, and AI have expanded the attack surface,” he says.

“In 2025, having a cyber security strategy and being prepared and able to respond to cyber threats is no longer optional; it’s essential for safeguarding client trust, ensuring business continuity, and meeting regulatory obligations. Without a clear, risk-based approach to security, firms risk reputational damage, financial loss, and operational disruption.

“From my experience, law firms, in general, are still massively underprepared for having a cohesive cyber security strategy. Firms should recognise that cyber security is not a technical problem; it’s a core business imperative, and security should be everyone’s responsibility.”

Growing cyber security risks for law firms stem from holding large volumes of sensitive client data while navigating evolving privacy laws and increasingly targeted attacks.

Key issues for law firms include:

- Ransomware and data extortion threats.
- Business email compromise (BEC) targeting legal correspondence.
- Third-party/vendor vulnerabilities.

- Insider risks and poor access controls.
- Data liability risks are due to holding on to data past its sell-by date.
- Regulatory pressure to demonstrate proactive risk management.

To combat these risks, firms can and should conduct regular cyber risk assessments, improve breach detection and incident response plans, implement multifactor authentication (MFA), encrypt sensitive data, and remove unwanted data from their systems. They should also monitor for suspicious activity and enable rapid incident response techniques through automation.

The consequences of not mitigating cyber risks early on can be dire. Sydney-based law firm Brydens Lawyers recently revealed in social media posts that it had fallen victim to a cyber incident in February, with more than 600 gigabytes of data – including case, client, and staff data – stolen in the alleged ransomware attack.

BigLaw firm HWL Ebsworth was previously the victim of an attack in 2023, which has since led to an Office of the Australian Information Commissioner (OAIC) investigation into the firm’s handling of personal information.





IP services group IPH Limited also had to halt trading after it detected unauthorised access to a portion of its IT environment in mid-March 2023 – and that breach was revealed to have later cost the firm \$2.8 million.



To learn more about Cyooda, [click here](#).



Core cyber security measures for law firms

Regardless of size, law firms are a prime target for cyber criminals. If client data is compromised, their reputations can be severely damaged, making a robust cyber security program vital.

“Law firms are built on confidentiality, trust, and integrity, but cyber criminals are working harder than ever to exploit legal professionals. I founded Cyooda Security to give law firms the security, expertise, and confidence they need to protect their clients, their cases, and their reputation,” Reeman says.

At a minimum, Reeman says firms should have the following five core cyber security measures in place:

1. Endpoint detection and threat response (EDR)

– advanced system protection to monitor and prevent threats and provide rapid response to incidents.

2. Data governance and access controls – strict controls over who accesses client data, legal documents, and matter-related information.

3. Identity protection and multifactor authentication (MFA) – layered login protections to prevent unauthorised access to systems, email, and case management platforms.

4. Incident response plans and cyber crisis

simulations – a documented plan on how to detect, respond to, and recover from a data breach. This should include defined roles for IT, legal, PR and leadership. The plan should be backed up by live simulation exercises.

5. Security awareness training and phishing

simulations – regular training so that staff know how to recognise phishing, social engineering, fraud and data handling risks.

According to the latest OAIC notifiable data breach report, as a sector, law firms rank fourth highest in breach frequency. Reeman explains that “engaging a cyber security consultancy assures law firms and legal departments that they have dedicated, proactive expertise on hand to help prepare, defend, and respond to cyber threats”.

For law firms, the benefits of engaging a specific cyber security expert are immense. They can cover everything from helping internal security operation teams improve their monitoring and defence capabilities to assisting litigation teams with digital forensics and incident response matters.





Cyooda also enhances incident response plans and facilitates cyber attack simulation exercises, assisting in the preparation of cyber-related board reports and providing strategic cyber security advice and guidance to executive leadership teams.

“These practical applications of security are highly effective in helping law firms protect their data and client data to maintain trust. This is especially relevant in today’s heightened global risk environment,” Reeman says.

“Based on my experience implementing cyber security awareness programs over the last decade, it’s essential to encourage people to report incidents rather than reprimanding them for failing to identify a phishing email. By doing so and combined with engaging, continuous learning, you can create a culture of cyber security awareness that will help build stronger and safer security foundations, empowering firms to thrive.”

Within legal operations teams, leaders should model good security behaviour to reinforce accountability at every level, as well as create a safe, blame-free environment that enables staff to speak up.

This is especially true in the face of AI – and Reeman says he already sees “AI being adopted by threat actors to weaponise their nefarious activities”.

As such, there are several key measures that firms can take to future-proof their legal operations and protect themselves against cyber threats. This includes implementing AI-powered threat detection solutions and adopting a zero-trust architecture.

“Law firms must recognise that once data leaves secure document management systems (DMS), traditional protections like ethical walls and access controls no longer apply. Applying data protections that travel with the data is paramount. Crucially, firms should explore data security posture management (DSPM). This emerging approach continuously discovers, classifies, and monitors sensitive data across cloud and on-premises environments,” Reeman says.

“Law firms that adopt these approaches will see significant risk reduction and be better prepared for the next generation of threats.” ●



**John Reeman**  
Director, Cyooda

## ABOUT CYOODA

[cyooda.com](https://cyooda.com)

**Cyooda is an independent Australian cyber security and digital forensics consultancy with over 30 years of experience in securing organisations and government agencies worldwide. It specialises in tailored cyber security strategies designed specifically for law firms.**

**Services include proactive threat monitoring, risk assessments, rapid incident response, and forensically sound investigations for both civil and criminal cases. With strategic advisory and hands-on cyber crisis leadership, Cyooda empowers law firms to prevent threats, respond with precision, and protect their reputation when it matters most.**



netdocuments®

# DOCUMENT AUTOMATION

In 2025, document automation technology sits at the heart of efficient legal operations as an essential enabler of productivity, consistency, and strategic business growth.







**THE RISE** in AI-powered document automation solutions has in-house teams rethinking their legal tech stacks as they explore the best way to leverage AI tools. NetDocuments is an intelligent document and email management platform purpose-built for legal operations, combining AI and automation into a single platform to deliver a streamlined, secure, and scalable solution.

The platform is designed to support the unique compliance, workflow, and collaboration needs of law firms and legal departments and empowers teams to manage their documents and communications more efficiently – something NetDocuments legal specialist Reid Cram says is vital as document automation tech continues to advance.

“How to leverage AI in strategic and practical ways is an urgent and ongoing discussion in law firms and corporate legal departments across industries. The traditional DMS has undergone a transformation with modern AI, making it the foundational system that can drive AI initiatives in legal,” he says.

“AI capabilities are changing how legal professionals manage and interact with documents. What was once a tool that many turned to for basic storage, version control, and keyword-based searches is now a sophisticated workflow engine with intelligent automation and AI capabilities built to leverage a legal team’s corpus of knowledge and expertise.”

Especially as law firms fight challenging market conditions and legal departments are under pressure to bring more work in-house to find cost savings, having an intelligent DMS in place can help alleviate pressure and drive efficiency.

“With AI embedded in our DMS, legal teams can go beyond just storing documents. They can ask questions about their content, instantly surface relevant clauses or guidance, and apply institutional knowledge at scale. That can transform a legal team from a cost centre into a strategic partner,” he says.

“Each minute saved represents a minute that in-house teams can spend on work that might otherwise be sent outside.”



**WHEN AI AND AUTOMATION  
ARE INTEGRATED INTO  
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**Reid Cram**  
Legal specialist, NetDocuments







To mitigate these challenges, AI-driven features will be essential to both support strategic goals for legal teams and improve scalability.

When looking for a DMS, key features firms and legal teams should be looking out for include:

- Core capabilities – document and email organisation, version control, and security and compliance should be a given.
- Automatic document classification and profiling – the system should enrich your content, so you don't have to.
- Legal AI assistant – get instant, reliable answers by tapping into the knowledge across hundreds of documents in a conversational way.
- Built-in AI apps for common legal tasks and workflows – from generating playbooks to contract risk analyses, deposition prep, generating issues lists, and more, ready-to-go AI apps can help you automate routine tasks, scale your practice, and see day-one value.

### AI-powered systems and transformative leaps forward

AI-powered document management systems (DMSs) are, in FY2025–26 and beyond, driving transformative leaps in legal operations, enabling smarter workflows, faster decision making, and a new era of automation.

According to Cram, any new DMSs will be empowered by AI, meaning that firms and legal teams will need to diligently evaluate these tools as they proliferate.

“It will be crucial to identify vendors with AI capabilities built for the legal industry. By partnering with established legal tech vendors, you can leverage tools built with the industry's needs in mind. As we weave AI throughout legal workflows, we're ensuring users have the controls in place to leverage AI with confidence,” he says.

“It is also important to prioritise governance and security. Dig deep into a provider's exemptions around data retention and abuse monitoring policies to ensure your sensitive data is kept secure and confidential. Having AI and automation capabilities built into a highly secure platform with

access controls, ethical walls, retention policies, data loss prevention rules, and other features further helps protect sensitive data.”

For practitioners and businesses looking to implement or upgrade their document automation systems, choosing a DMS that works with existing systems can be particularly helpful, both in terms of change management and staff adoption.

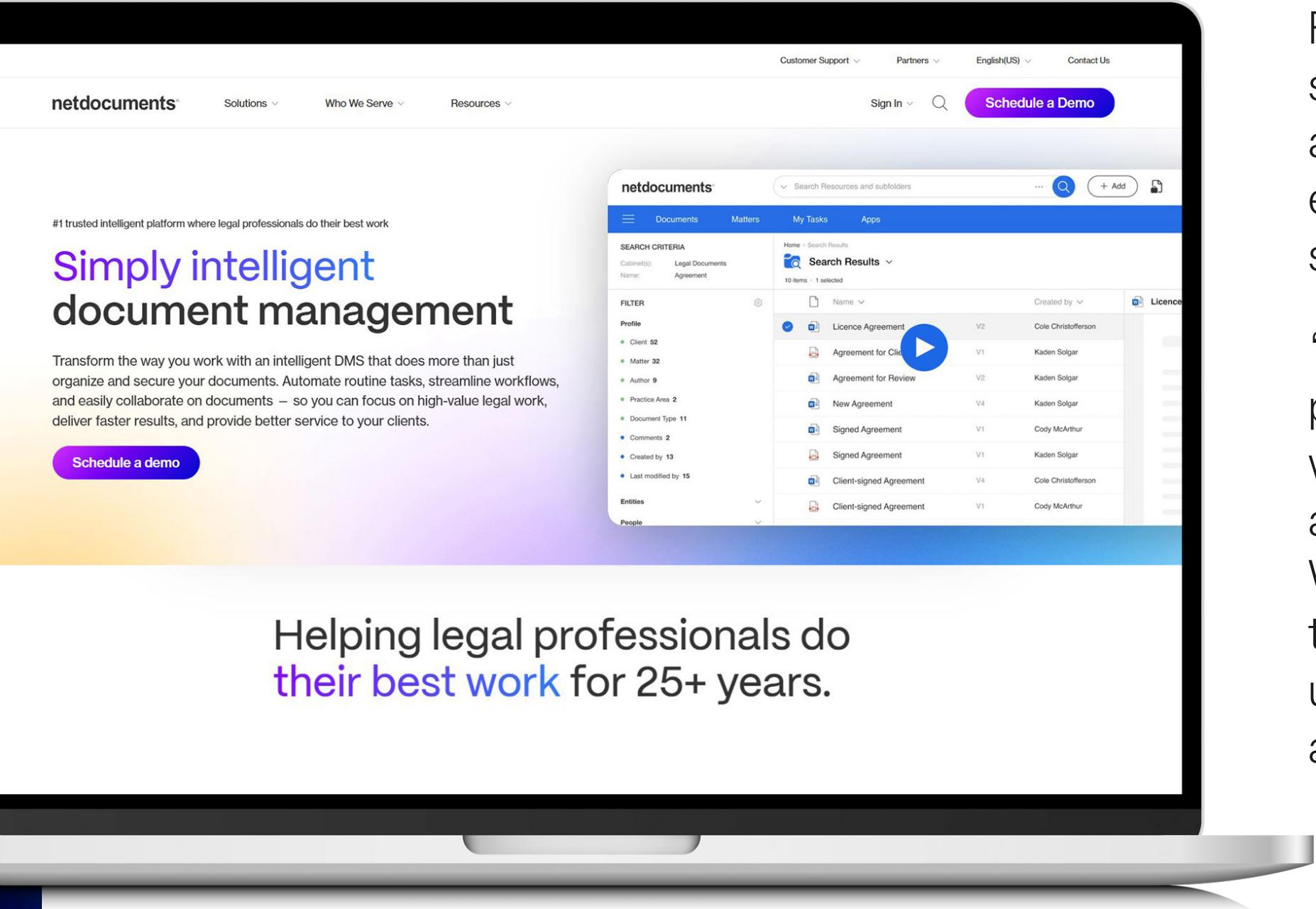
“Legal teams rely heavily on platforms like Microsoft 365, and integrating specialised legal tools within these familiar ecosystems reduces disruption. Look for AI-powered solutions that operate directly within familiar tools to allow your teams to stay within the environments they know best,” Cram says.

“Platforms with built-in AI assistants also help with adoption (not to mention risk mitigation) because copies of your confidential documents don't have to be transferred into a different system. You can ask questions and get the information you need directly within the platform where your documents live.”





To learn more about NetDocuments, [click here](#).



Document automation is also set to continue to evolve moving forward, even more so with the establishment of a new AI system that operates autonomously, making decisions and taking actions to achieve specific goals without the need for constant human supervision.

“The legal industry is entering a new era of innovation with ‘agentic AI’ – the next big leap in artificial intelligence, and intelligent document management and automation systems will include this technology in safe, targeted ways. For example, a lawyer will be able to ask AI for suggestions on how to revise their documents, and then they’ll be able to accept or reject the edits and have them applied – without ever switching between tools,” Cram says.

“For the legal sector, agentic AI has the potential to be transformative. Early adopters will gain a new superpower – effectively adding a new legal assistant to their team. When AI and automation are integrated into the DMS, they can be leveraged to enrich the user experience and lessen the burden of administrative tasks.” ●

ABOUT NETDOCUMENTS

[netdocuments.com](https://netdocuments.com)

[NetDocuments](#) enables legal professionals to do their best work with an intelligent document management system (DMS) that goes beyond getting organised and brings to life seamless AI, powerful workflows, and smarter experiences. The #1 trusted cloud-native DMS for 25-plus years, NetDocuments delivers tools to make work easier throughout the document life cycle – from award-winning automation and AI to email management, search, collaboration, document bundling, advanced security, and more.

The platform also integrates with 150-plus other technologies, including Microsoft 365, DocuSign, and practice management systems, making it a core solution that meets users wherever they work, supporting more than 7,000 law firms, corporate legal departments, and public sector organisations worldwide.





# OPTIMISING THE LEGAL FUNCTION

New technologies give legal teams powerful tools to tackle inefficiencies, from AI-driven contract review to integrated matter management platforms.







**AS LEGAL** teams face new challenges and opportunities, Consilio supports them globally with tech- and people-enabled eDiscovery, document review, legal consulting services, and flexible legal talent through its business Lawyers On Demand (LOD).

According to Consilio legal transformation services vice president Jonny Badrock, inefficiencies in legal departments and within legal operations can impact productivity and cost-effectiveness – and leveraging modern tools and smarter workflows can help solve these issues.

Badrock has observed key inefficiencies, including poor document and knowledge management, a lack of data-driven decision making, and repetitive tasks like contract review and document production still being done manually. These issues lead to missed deadlines, reduced job satisfaction, underused legal talent, and difficulty justifying budgets or identifying cost-saving opportunities.

He says inefficient contract management (including manual contract creation, negotiation, tracking of key terms, and renewal dates) can lead to costly delays,

missed contract renewal dates, lost negotiation opportunities, potential penalties, contractual disputes, and regulatory fines.

A lack of centralised systems and information silos can also lead to inefficient matter intake and triage, particularly with pockets of tech resistance still existing within the profession.

“When legal requests, documents, and information are scattered across various platforms, emails, and individual drives, it makes it difficult to track, prioritise, and allocate resources. This also hinders knowledge sharing and creates a lack of visibility across the department,” Badrock says.

“Despite the availability and vast range of legal technology, some departments face resistance to change or aren’t informed enough to implement and leverage new tools effectively, potentially leading to missed opportunities for efficiency gains and continued reliance on outdated manual processes.”

LOD director of new business James Kenney adds that to assist with these overarching inefficiencies, process optimisation and standardisation are key, including:

- **Process mapping:** Visually map out existing workflows to identify bottlenecks, redundant steps, and areas for improvement.
- **Standardise procedures:** Develop clear, documented procedures and templates for common legal tasks and workflows.
- **Implement legal project management (LPM):** Apply project management methodologies to legal matters to define scope, allocate resources, manage budgets, and track progress, improving predictability and efficiency.
- **Value stream mapping:** Identify which steps in a process add value and eliminate or streamline non-value-added activities.
- **Root cause analysis:** Understand why inefficiencies exist to address the underlying issues rather than just the symptoms.
- **Strategic and flexible resource allocation:** Identify repetitive, low-value tasks that can be outsourced to alternative legal service providers (ALSPs), as well as utilising ALSPs as needed for specialised skill sets or to scale up for a project.





## THE FOCUS HAS SHIFTED FROM SIMPLY DIGITISING EXISTING PROCESSES TO TRULY AUTOMATING AND OPTIMISING THEM, WITH A STRONG EMPHASIS ON DATA-DRIVEN INSIGHTS AND A MORE STRATEGIC ROLE FOR LEGAL PROFESSIONALS.

**James Kenney**  
Director of new business



- **Build a culture of efficiency:** Foster a mindset of continuous improvement, data-driven decision making, and proactive problem solving.
- **Define key performance indicators (KPIs):** Track metrics such as turnaround times for legal tasks, cost efficiency, resolution rates, and client satisfaction to monitor performance and identify areas for improvement.
- **Conduct technology assessments:** Regularly review existing systems and workflows to identify inefficiencies, integration gaps, and underutilised tools.

“The solutions for legal inefficiencies have undergone a significant transformation in the last five years, largely driven by advancements in legal technology, particularly AI. The focus has shifted from simply digitising existing processes to truly automating and optimising them, with a strong emphasis on data-driven insights and a more strategic role for legal professionals,” Kenney says.

Further, Badrock notes that “the shift from on-premise software to cloud-based software-as-a-service (SaaS) has accelerated”.

“This makes legal tech more accessible, scalable, and affordable for firms and departments of all sizes, eliminating the need for significant upfront IT infrastructure investments,” he says.

GenAI and large language models (LLMs) have also made significant jumps over the last 18 months, with AI-driven contract review now interpreting language and suggesting alternate wording rather than just detecting if a clause is present, and the synergy between legal technology and wider business technology allowing better integration.

### Practical steps for long-term ROI

Consilio offers a range of solutions that can “significantly aid” legal leaders in modernising their departments and driving efficiency – but for leaders to effectively implement these solutions and ensure long-term ROI, they need to take practical steps:

- Pinpoint inefficiencies, manual processes, data silos, and areas lacking in visibility or compliance.
- Conduct a data audit to understand the volume, variety, and location of your legal data.
- Focus on high-impact areas first.
- Start with pilot programs for specific solutions.
- Invest in training, stakeholder engagement, and clear communication.



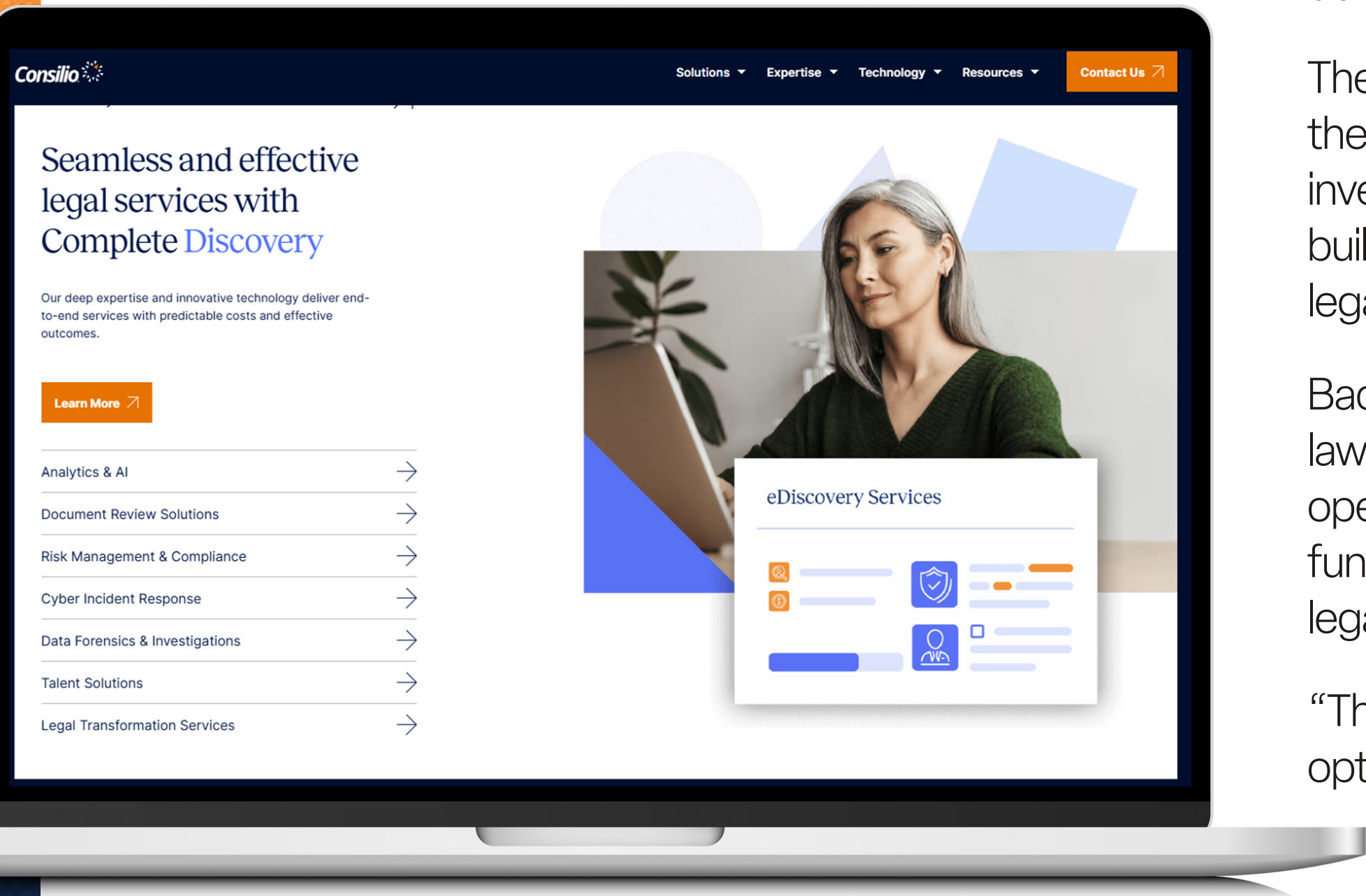


Consilio advisory vice president William Bremner advises leaders to “choose platforms that integrate with existing systems and scale with growth”.

“Consilio doesn’t just offer services; we often leverage and recommend best-of-breed technologies,” he says.

“Legal leaders can work with Consilio to select the most appropriate platforms for eDiscovery, contract life cycle

**i** To learn more about Consilio, [click here](#).



management, legal spend management, information governance, or compliance, based on their specific needs.”

These practical steps can have overarching, long-term benefits. Consilio recently supported a global Fortune 500 FMCG to reduce the operational cost of providing legal services across its global operations.

After analysing the organisation’s processes, Consilio implemented an AI contract review solution, training the tech and embedding new processes, reducing the time to review complex contracts by more than 90 per cent and delivering ROI in just eight weeks.

These types of improvements are no longer optional in the current climate – and fostering a culture of innovation, investing in data literacy, embracing AI and tech, and building cross-functional teams are all vital for modern legal operations.

Badrock, Kenney, and Bremner emphasise that “for law firms and legal departments, future-proofing operations isn’t just about adopting new tools, but about fundamentally transforming their approach to delivering legal services”.

“This involves a continuous journey of efficiency and optimisation,” they add. ●

ABOUT CONSILIO

[consilio.com](#)

**Consilio** is a global legal services provider supporting corporate legal departments and law firms to reduce costs, boost efficiency, and manage risk across large-scale matters and daily operations. With over 5,000 professionals across Australia, the US, Asia, Europe, and the Middle East, Consilio delivers integrated solutions, including eDiscovery and investigations, legal operations consulting, technology implementation, and strategic outsourcing.

Through its **Lawyers On Demand (LOD)** business, Consilio offers flexible legal talent for secondee-style placements, project work, and long-term resourcing, helping clients scale quickly and cost-effectively. Trusted by the world’s leading corporations and law firms, Consilio combines deep expertise with industry-leading technology across the legal life cycle.





# LEGAL PRACTICE MANAGEMENT SOFTWARE

In 2025, effective law firm management depends on the seamless integration of people, processes, and technology. Practice management systems are at the heart of modern firm operations – and the right software can elevate both performance and client service in a competitive market.







**AS THE** number of available technologies grows, practice management software is a critical tool for law firms seeking to streamline workflows, ensure compliance, and deliver better client outcomes.

These platforms have, in recent years, evolved rapidly, integrating AI-driven automation, advanced analytics, and remote collaboration tools to meet the demands of a hybrid legal workforce.

Denise Farmer is the Asia-Pacific general manager at cloud-based legal practice management platform [Clio](#) and says that over the last decade, practice management technology has evolved from basic time and billing tools to “comprehensive systems that support every aspect of legal practice”.

“Today’s solutions integrate case management, document automation, and client communications into a single, unified ecosystem. Cloud-based platforms with mobile accessibility are now standard, enabling lawyers and staff to securely access files, calendars, and case data from anywhere. This supports remote work and enhances flexibility and responsiveness to client needs,” she says.

“There is also a growing emphasis on customisation and seamless integration. Modern practice management systems must connect effortlessly to essential tools, eliminating data silos and streamlining workflows to empower law firms to work more efficiently and effectively.”

The secure client portal is a standout feature of Clio, enabling practitioners to communicate with clients transparently and efficiently – while its mobile, cloud-based platform supports remote work and the demands of modern legal practice.

In 2025, practice management software solutions like Clio are transforming how law firms drive better decision making and performance in the form of a centralised platform for data, case files and documents all the way through to billing and payments.

“With real-time dashboards, leaders gain instant, actionable insights into every aspect of the business, from marketing effectiveness and lead sources to outstanding payments and profitability by client or fee earner. This visibility enables firms to diagnose issues, allocate resources wisely, and make informed decisions about where to invest or scale back,” Farmer says.

“Customisable reports and analytics allow firms to monitor billable hours, revenue, and client satisfaction, helping to identify trends, set goals, and proactively address challenges. Integrated payment processing and billing features make it easy to track outstanding invoices and improve cash flow, directly impacting financial performance.”

These features are particularly important in the age of AI and automation, with legal technology – including practice management software – evolving at pace. According to Clio’s *2025 Legal Trends Report*, released earlier this year, AI adoption has surged; 93 per cent of mid-sized firms and 79 per cent of all legal professionals now use AI, up from just 19 per cent two years ago.

To assist firms in both understanding and implementing new tech in the era of AI, Clio will soon offer a free AI certification program to help legal professionals understand the benefits of AI, as well as ethical considerations and security implications – due to be released later this year.

Clio has also introduced Clio Duo, an AI-powered partner built directly into its practice management platform. Clio Duo automates routine tasks such as document drafting, time tracking, and scheduling, significantly





**SEAMLESS INTEGRATIONS,  
CLOUD-BASED ACCESS,  
AND ROBUST DATA  
SECURITY ARE NOW  
ESSENTIAL, AS IS THE  
ABILITY TO BENCHMARK  
PERFORMANCE AND  
ADAPT QUICKLY  
TO CHANGING  
CLIENT EXPECTATIONS.**

**Denise Farmer**

Asia-Pacific general manager, Clio



reducing administrative workload and allowing lawyers to focus on higher-value work.

“Its AI-driven features extract key details from documents, prioritise urgent tasks, and generate professional client communications in seconds, all from within Clio,” Farmer says.

“Clio prioritises compliance and security by ensuring AI features operate solely on firm data, with robust encryption, strict access controls, and secure audit logs. This combination of education and advanced, privacy-first AI helps law firms boost efficiency and deliver faster, more responsive client service.”

**Transitional challenges and using  
tech strategically**

While the majority of firms and practitioners use some form of practice management software or legal technology in their daily practice, firms still face a number of challenges during the transition to a new practice management system.

Those key challenges are:

- Data ownership and portability.
- Contractual flexibility and pricing transparency.
- Change management and user adoption.

As Clio offers no lock-in contracts and makes it easy for firms to export their data, Farmer emphasises that maintaining full ownership and control over their client and firm data is “one of the biggest concerns for law firms”.

“Many providers have restrictive contracts or unclear terms that can lead to vendor lock-in, making it difficult to export data or switch platforms later. It’s essential to choose a system that guarantees law firms are able to retain complete legal ownership of all data and offers straightforward, no-cost export options,” she says.

“Transparency about data rights and portability protects firms’ ethical obligations and operational flexibility.”

Additionally, firms should “seek flexible subscription models with clear pricing and no surprise charges”, which allows them to adapt their software use as their needs evolve – particularly during a transition to new software, which can sometimes be met with resistance from staff.

“Successful adoption requires strong leadership, clear communication, and comprehensive training resources. Empowering an internal champion to guide the transition and providing ongoing support helps build user confidence and maximises the new system’s benefits,” Farmer says.





In addition to avoiding lock-in contracts and providing additional training as needed, practitioners should be “leveraging technology strategically and staying agile as the landscape evolves”, according to Farmer.



To learn more about Clio, [click here](#).

The *2025 Legal Trends Report* shows that AI is automating up to 74 per cent of billable work, namely in document drafting, data collection, and analysis, allowing lawyers to focus on higher-value, strategic client work.

Moving forward, flat fees are now also the most common billing method among mid-sized firms, with 64 per cent offering flat fees and 27 per cent adopting subscription models to meet client demand for predictable pricing.

“Seamless integrations, cloud-based access, and robust data security are now essential, as is the ability to benchmark performance and adapt quickly to changing client expectations. Looming trends include the continued evolution of AI, a shift towards more flexible and client-centric billing, and growing expectations for digital client communication, such as chatbots, apps, and secure portals,” Farmer says.

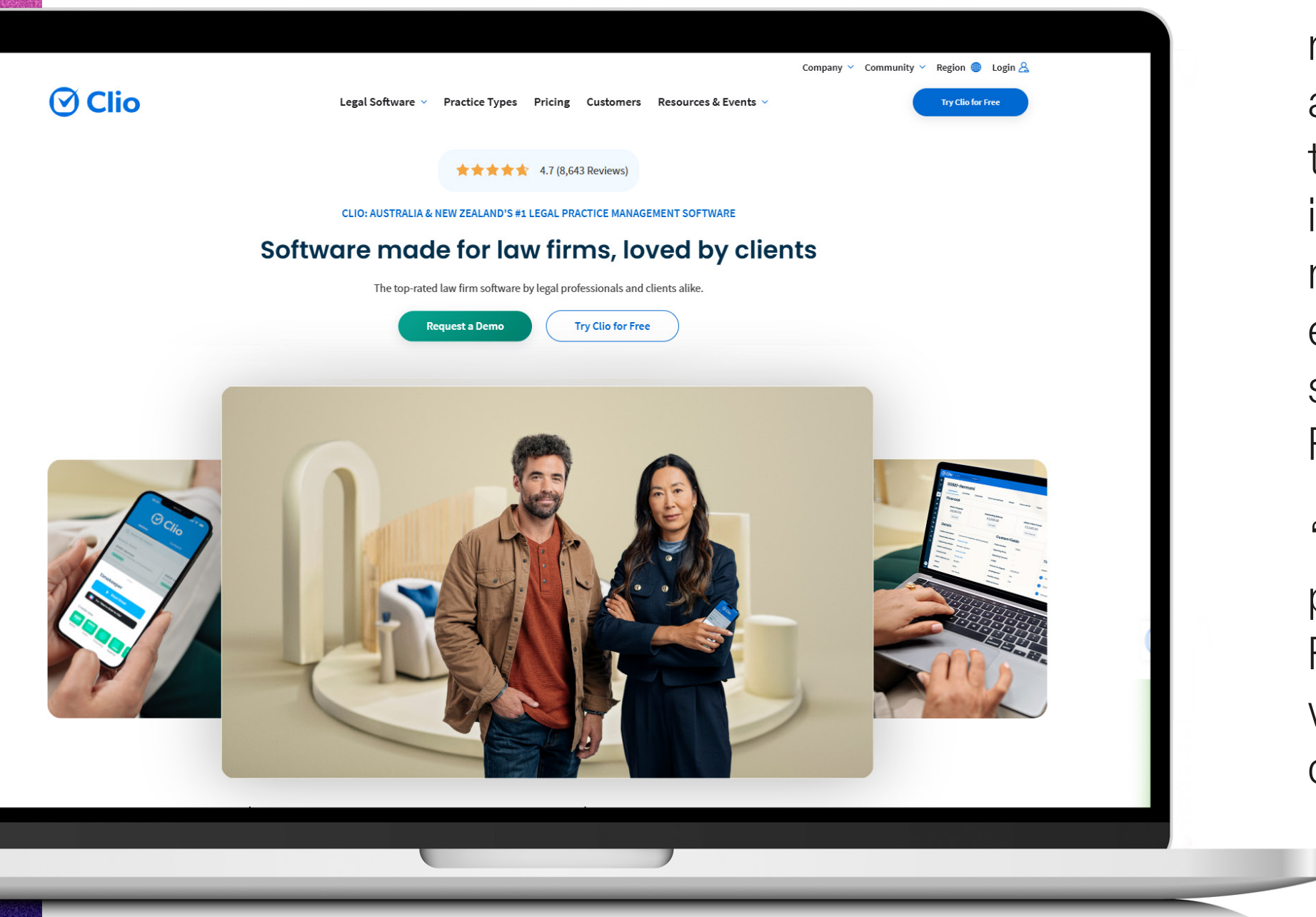
“Lawyers should also scrutinise their providers’ data policies to ensure compliance and data ownership. Firms that embrace these best practices and trends will be best positioned for success in the rapidly changing legal landscape.” ●

## ABOUT CLIO

[clio.com](#)

[Clio](#) is a cloud-based legal practice management platform, trusted by over 150,000 legal professionals worldwide. Clio’s trust accounting software has been certified by the Law Society of NSW as being compliant with the Legal Profession Uniform General Rules 2015 – and the platform centralises matters, billing, documents, communications, and payments into one intuitive system. It integrates seamlessly with tools like Xero, Dropbox, and Outlook, reducing admin and streamlining workflows for firms of all sizes.

Beyond technology, Clio donates over \$25 million in free software annually through the Clio Academic Access Program to legal clinics, non-profits, and law schools, empowering access to justice and supporting the next generation of legal professionals.





**HARRISS WAGNER**  
Consultants and Advisers

# STEP CHANGE

For law firms and legal departments navigating rapid growth and rising client expectations, embracing change is no longer optional; it's essential to remain competitive.





**HARRISS WAGNER**  
Consultants and Advisers



**IN AN** increasingly competitive and fast-evolving business world, step change represents a bold, strategic transformation – one that goes beyond incremental improvements to unlock significant, sustainable gains in efficiency, performance, and profitability.

Business transformation specialist Harriss Wagner is focused on developing strategies for step change – improving the efficiency of legal operations through process transformation and implementing productivity-boosting business systems well. Harriss Wagner consultants drive both step change and incremental change to modernise practices and increase productivity.

“Unleashing potential to drive and create critical improvements,” according to Harriss Wagner partner Amanda Harriss, can be especially beneficial for progressive businesses that are keen to embrace legal tech (including AI and machine learning solutions) to future-proof their operations and achieve sustainable success.

“Many private law firms, patent attorneys, in-house counsel teams within major corporations, public prosecution and legal government agencies started with modest foundations. With a critical rise in risk-based practices, legal services across the globe are in demand, providing substantial growth to the industry,” she says.

“Many of these legal businesses find it challenging to adapt their operations to meet the demands at a similar pace of growth, resulting in frenetic medium-tier businesses rather than sophisticated top-tier businesses. Crucial to the growth plan is creating visibility for change to everyone included in the journey and seeking assistance to help shift the mindset of leaders and managers to the required new paradigm.”

While many Australian businesses are now implementing some form of emerging tech, the “propensity to continue manual practices” is something Harriss still sees across legal operations – and is the most common inefficiency, resulting in wasted resources, costs, and missed opportunities.



**EXAMINING AND INTRODUCING A DATA HYGIENE REGIME REQUIRED TO EFFECTIVELY MANAGE MATTERS AND CREATE VELOCITY WILL SUPPORT GROWTH TRAJECTORIES.**

**Amanda Harriss**  
Partner, Harriss Wagner

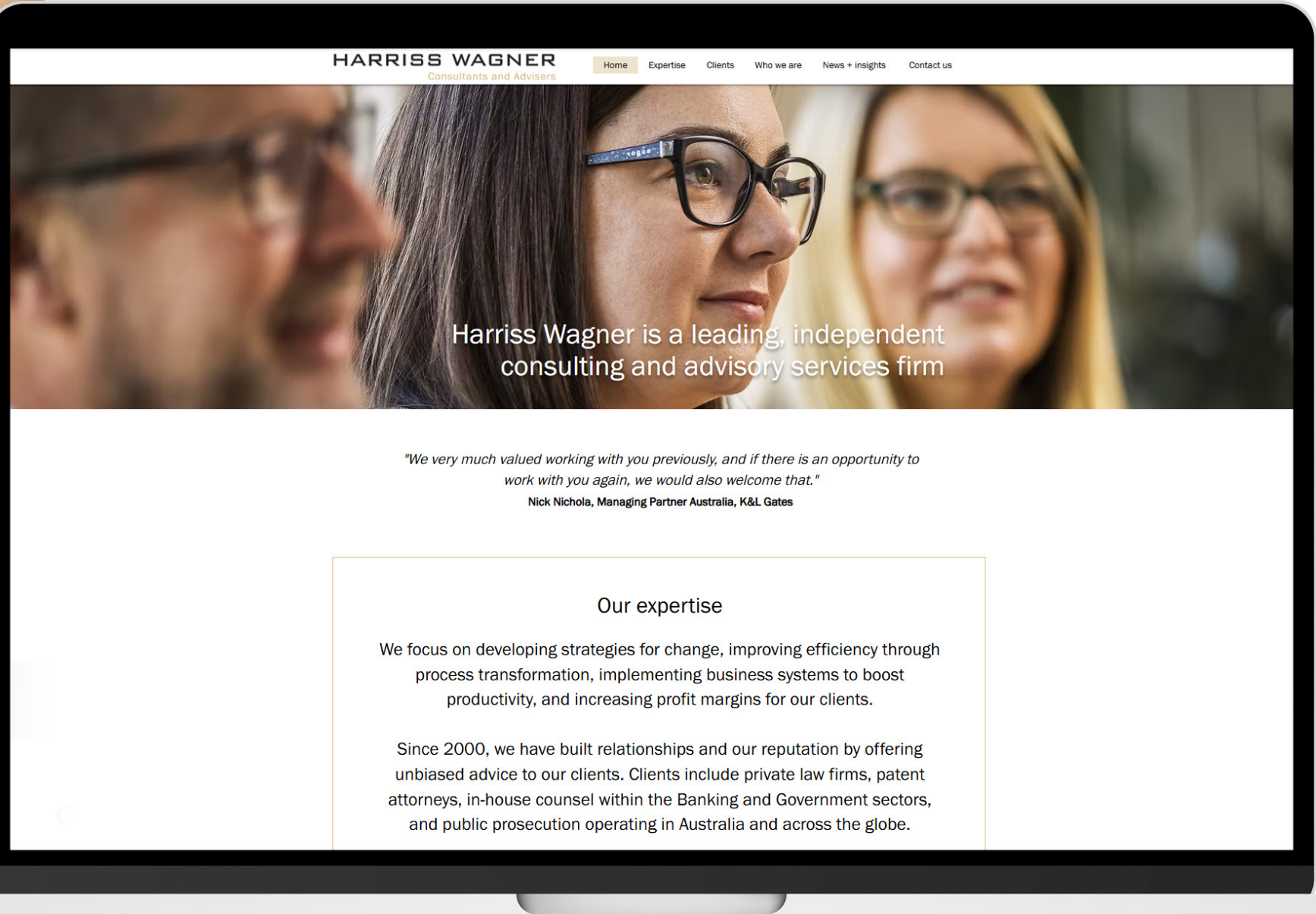




HARRISS WAGNER  
Consultants and Advisers



To learn more about Harriss Wagner,  
[click here.](#)



“Too often we find ourselves providing simple recommendations to a legal business that includes ceasing to pay for systems and technologies in the ecosystem that are not being used or to invest wisely and effectively implement the systems and technologies purchased to achieve the desired benefits promised to the business,” she says.

“Equally, examining and introducing a data hygiene regime required to effectively manage matters and create velocity will support growth trajectories. Everyone believes their data is clean until it is examined! The legacies here are again the consequences of growth – transforming deficiencies in systems management, integration, and data hygiene regimes are paramount regardless of the size of the teams employed to manage such controls.”

With the looming need to introduce anti-money laundering (AML) and related practices for client onboarding in 2026, this change will be easier for legal businesses to adopt when data deduplication and integrity are the norm.

Contemporary business strategies and key tips for step change

Modernising business strategies and implementing step change initiatives are essential for legal teams seeking to stay agile, competitive, and aligned with the demands of a rapidly shifting legal landscape.

Key step change strategies include:

- Diagnosing the root causes of problems and building a business case for change, in conjunction with designing a transformation program to modernise operations to meet planned growth and demand.
- Continuous evaluation of the top 20 clients by revenue, by matter volumes, by profitability and making the hard decisions to ensure the business leans into the clients of the future to avoid attracting unnecessary costs.
- Driving a change program that effectively moves everyone required through a journey focused on financial discipline, winning business, good citizenship, positive mindset towards future practices, and leading by example.



## HARRISS WAGNER

Consultants and Advisers

“Legal businesses have overlooked investing wisely in change management disciplines to ensure staff adoption, improved service delivery, and a rise in performance, notwithstanding the represented benefits. Shareholder satisfaction is often interpreted internally as minimising cost, rather than maximising value,” Harriss says.

“While it is true that some shareholders prefer minimised costs, it is without doubt that a pragmatic return on investment (ROI) plan representing value, wins satisfaction. A pragmatic ROI plan includes a change management investment.”

Modernising strategies, structures, and practices is vital in the current market – and seeking external expertise can help legal businesses future-proof their operations.

Harriss Wagner transforms processes and introduces new ways of working, as well as automating time-consuming legal and administrative tasks, enabling lawyers to focus more on their clients and the legal solutions required by their clients.

“Brand profile (visual elements, voice, overall personality), expertise, methodology, and fee arrangements need continuous examination and refinement. These elements are key to improving the effectiveness of productivity effort and profit margins, especially where high-volume, low-fee arrangements are within the portfolio of services,” Harriss says.

“Looking ahead, partnering with an impartial and experienced team provides fresh perspectives, ensures alignment with best practice, and introduces sustainable changes that strengthen resilience, adaptability, and long-term success in a rapidly evolving legal landscape.” ●

### ABOUT HARRISS WAGNER

[harrisswagner.com](https://harrisswagner.com)

**Harriss Wagner is a leading independent consulting and advisory firm with over 25 years of experience transforming the legal industry across Australasia, Asia, Europe, and North America.**

**The firm partners with legal businesses to drive strategic change – streamlining processes, integrating business systems, and introducing modern, tech-enabled ways of working. By automating routine tasks and enhancing mobility, Harriss Wagner helps lawyers reclaim their time and focus on delivering high-quality legal outcomes.**





# WORKFLOW

In 2025, the shift from manual processes to tech-enabled, automated workflows has made additional business support a key driver of efficient workflow management for law firms.







**OVER THE** past five years, legal workflow tools have advanced significantly, driven by cloud adoption, the rise of remote work, and innovations in AI and automation. Now, purpose-built systems are not only reducing administrative burden and improving turnaround times but also enhancing transparency, compliance, and client satisfaction.

Williams Lea by RRD provides tech-enabled business support services for law firms, with expertise in essential support areas, including document processing, administrative assistance, research, e-billing compliance, and marketing support.

These legal-specific workflow support services are transforming operations, resolving common bottlenecks, and helping legal teams future-proof their operations in an increasingly dynamic market.

Williams Lea business development director Maree Connell explains that the provider's support models enable law firms to streamline operations, boost productivity, and gain greater flexibility.

"Legal workflows have and are evolving from manual processes to integrated, automated, and

AI-supported platforms. Drivers are the widespread adoption of cloud-based solutions, which allow for greater flexibility, scalability, and remote accessibility, becoming particularly critical with the rise of hybrid and remote support models," she says.

"Technology and innovation in this field are transforming the way that law firms operate, and through deploying integrated, built-for-purpose workflow tools, streamline internal legal support activities and enhance client satisfaction through improved responsiveness, transparency, and the ability to deliver more efficient and cost-effective legal support."

Having a tech-enabled business support model in place can help resolve key workflow bottlenecks and efficiency challenges, which, if left unchecked, can impact a firm's productivity and client service capabilities.

The Williams Lea model addresses these issues by combining expert teams, centralised delivery models and its ENGAGE Service Management platform to automate routine tasks, streamline intake through a single platform, and centralise workflow management. The platform also includes

real-time dashboards, which provide visibility into task status and performance and help identify and eliminate bottlenecks.

"Law firms often face workflow bottlenecks such as manual task handling, inefficient document processes, email overload, poor intake, and limited visibility into workloads. These challenges lead to delays, inconsistent service, and inefficient use of high-cost legal resources," Ms Connell says.

"Our flexible support model adds scalability and reduces pressure on core teams. The result is faster turnaround, better resource allocation, and more time for lawyers to focus on high-value work. Overall, technology-enabled legal support drives consistency, efficiency, and service quality across the legal function."

### **Automation-driven workflows of the future**

Automation-driven workflows are shaping the future of legal operations by streamlining repetitive tasks, improving accuracy, and freeing legal professionals to focus on higher-value work.





As tech systems become more sophisticated, these workflows will deliver faster turnaround times, better resource allocation, and greater visibility, driving a more agile, scalable, and client-focused legal function.

Williams Lea helps law firms evolve for the future and focus on core activities through technology-led, high-touch global legal support services:

- **Office services:** Specialised onsite support across the full spectrum of office services and the document life cycle, optimising the processes that support fee earners and manage the flow of information into, within, and out of offices.
- **Document processing:** Improving document output with contracted service levels for attorneys and clients with dedicated, cross-trained, 24/7 support teams to provide word formatting processing, transcription, translation, and proofreading.
- **Administrative support:** Augmenting legal assistants with vital daily executive support tasks, including expense reporting, scheduling, travel arrangements, and time entry.

- **Billing, e-billing, and collections support:**  
The creation of accurate and detailed e-bills that meet client outside counsel guidelines (OCGs) and narrative proofreading/edits that promote faster and more efficient WIP to cash cycle.
- **Accounts payable and procurement support:**  
Rules-based workflows for vendor management and secure and compliant support for fast, efficient, and accurate invoice processing.
- **Marketing and presentations support:**  
Expertise and resources needed to enhance firms' presence and engage their audiences effectively, from content creation and brand execution to production and creative design.
- **Office, business, and administrative services:** Supporting tasks vital to law firms, including operations, administrative, finance and accounting, human resources, facilities, and marketing departments.

“Our dedicated teams combine best-in-class technologies and subject matter expertise to deliver consistently high-quality support that provides fee earners comprehensive assistance with speed and



**PARTNER WITH AN  
EXPERIENCED SERVICE  
PROVIDER WHO  
UNDERSTANDS THE SPECIFIC  
CHALLENGES FACING LAW  
FIRMS AND WHO CAN BRING  
SOLUTIONS GAINED FROM  
DEEP EXPERIENCE WORKING  
WITHIN THE SECTOR.**

**Maree Connell**  
Business development director, Williams Lea





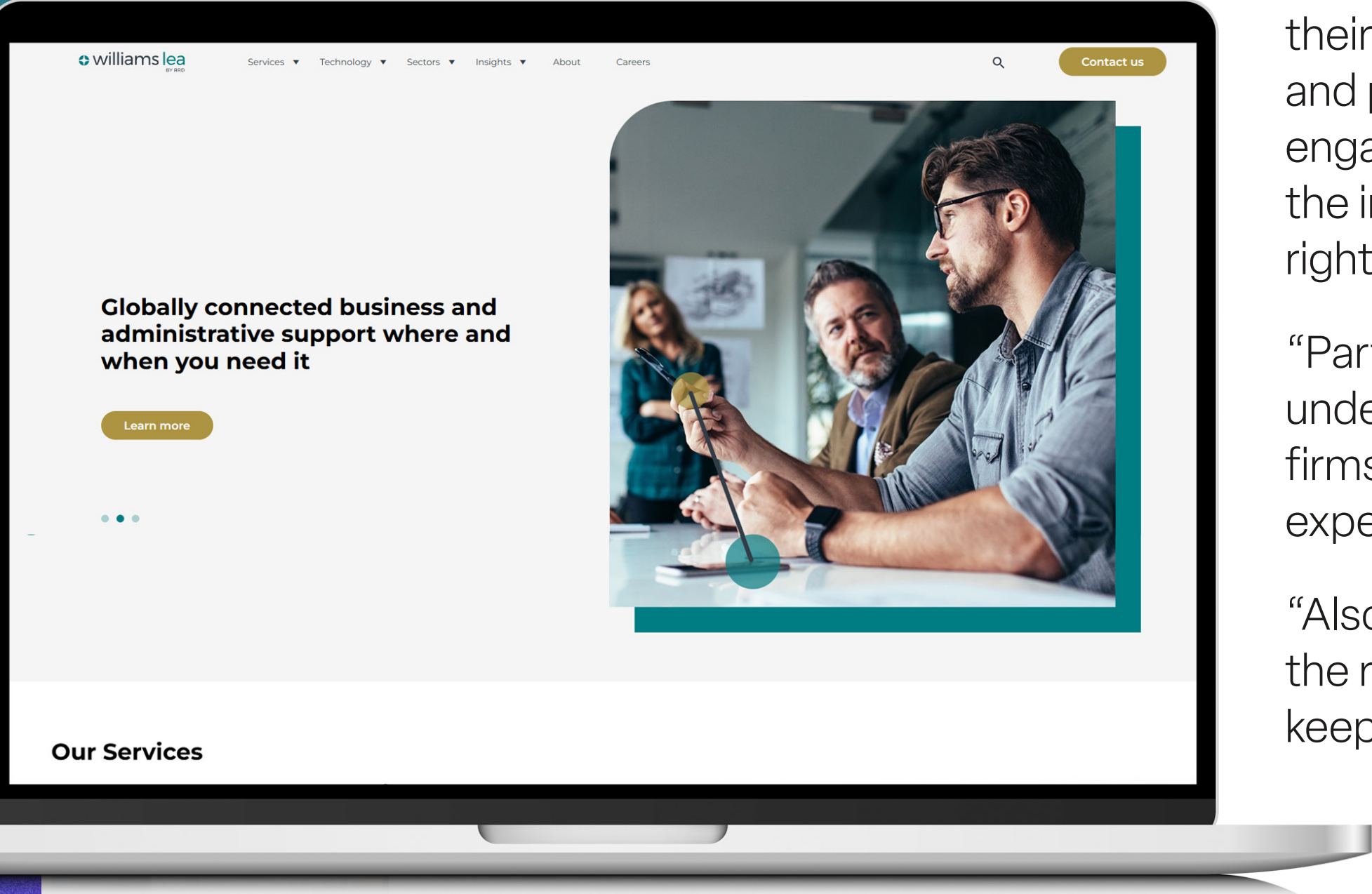


precision. Our service delivery can be tracked in real time through our ENGAGE workflow management system,” Ms Connell says.

“The platform is powered by Intake.AI, which automatically reads a job request, estimates the complexity and time needed to complete the request and routes the job to the right support resource to



To learn more about Williams Lea, [click here](#).



complete. It significantly speeds up the intake and triage process and improves the accuracy of time estimation. Additionally, staff assigned as workflow coordinators can now focus on higher-value support activities.”

As this tech continues to develop, utilising workflow tools enables fee earners to be more productive and is significantly more cost-effective than hiring, training, and managing in-house teams or building and deploying technology – something particularly important for building and maintaining a future-proof legal function.

For legal operations leaders looking to future-proof their workflows while maintaining compliance and professional standards, Ms Connell advises engaging a trusted service provider and emphasises the importance of continually investing in the right technology.

“Partner with an experienced service provider who understands the specific challenges facing law firms and who can bring solutions gained from deep experience working within the sector,” she says.

“Also, choose a partner who will continually invest in the right tech tools and expertise to safely and securely keep up with the pace of change.” ●

ABOUT WILLIAMS LEA

[williamslea.com](#)

Williams Lea by RRD is a global provider of tech-enabled business support services and helps law firms evolve for the future and focus on core activities through technology-led, high-touch global legal support. Its solutions combine expertise, fit-for-purpose technology and a “right shore” delivery model tailored to meet the unique demands of law firms worldwide.

For more than 30 years, Williams Lea has helped law firms evolve and revitalise their operations, improve support ratios, automate and digitise processes, enhance the growth potential of their workforce, and adapt to change. Its expertise spans essential support areas, including document processing, administrative assistance, research, e-billing compliance, and marketing support.





# LEGAL ANALYTICS AND XAI

In the era of AI and emerging tech, eXplainable AI (XAI) and advanced analytics tools are making waves in the profession, enabling faster, risk-informed decisions and helping legal professionals uphold the integrity of their work in an increasingly digital environment.







**LEGAL-SPECIFIC TOOLS** are built with precision, accountability, and trust in mind and are becoming vital as law firms and legal departments navigate increasing complexity.

JurisTechne's XAI solution empowers lawyers to focus on where they bring the most value: in strategy, negotiation, advocacy, and securing the best outcomes for their clients, and its XAI system has been categorically built for the legal profession.

According to JurisTechne founder Mona Chiha, data analytics and AI tools made specifically for legal practice can assist in analysis, reduce risk, and ensure decisions remain grounded in authoritative legal sources, a far cry from early generative AI (GenAI) tools, which relied on opaque data sets and algorithms.

“Legal work, however, is fundamentally different from other domains. It involves interpreting layered information such as case law, statutes, procedural rules, and jurisdiction-specific obligations. Much of this analysis has traditionally been done manually: reviewing documents, tracking changes across jurisdictions, comparing legal reasoning over time, and extracting patterns from dense material.

“This is intellectually rigorous and time-consuming work. Today, legal-specific XAI models, built using algorithms trained on legally sourced data, are offering a more accurate and transparent way to support this process,” Chiha says.

“At JurisTechne, for example, algorithms are designed to work with structured legal reasoning rather than relying on generative prompts. These models draw from verified sources such as government legislation, case law, and foundational principles like natural law, allowing for traceable and eXplainable outputs.”

Enter eXplainable AI (XAI), an XAI tool revolutionising legal operations and specifically made to be understood by lawyers, particularly in terms of its decision-making processes.

JurisTechne has developed the world's first ethical and eXplainable AI model for law, designed to support lawyers in navigating complexity with clarity and confidence. Its system provides transparent reasoning, verifiable outputs, and gives a 0 per cent hallucination guarantee, something Chiha says is a result of every insight being grounded in trusted sources.

“Our XAI is trained exclusively on legally sourced data, including legislation, case law, policies, and principles of natural law sourced directly from government repositories and databases. This means every recommendation is traceable, defensible, and compliant,” she adds.

“JurisTechne's XAI is built to work with legal professionals, enhancing decision making, reducing manual burden, and preserving the integrity of the law. With XAI, lawyers remain the experts equipped with a tool that reflects their values and standards.”

JurisTechne's XAI differs “fundamentally” from traditional GenAI tools and prioritises legal reasoning, traceability, and source integrity over probabilistic text generation. While many tools on the market produce fluent but often unverifiable outputs based on user prompts, XAI and JurisTechne's Algorithmic Legal Framework provides responses based on legally sourced data with algorithmic transparency.

This distinction is critical in legal analytics, litigation, and risk assessment for several reasons:

**Accountability and auditability:** XAI provides clear reasoning pathways and citations, allowing legal





professionals to trace each insight back to legislation, case law, or policy.

**Zero per cent hallucination guarantee:** JurisTechne’s outputs are grounded in verified legal sources, reducing the risk of error in high-stakes decisions.

**Designed for legal logic:** Proprietary models that are trained to analyse legal obligations, identify precedential patterns, and support legal argumentation within the boundaries of existing law.

**No reliance on prompt engineering:** JurisTechne uses legal algorithms to extract insights directly from the data, reducing variability and increasing consistency.

**Driving more strategic, risk-informed decisions:** XAI and data analytics tools are equipping lawyers with the clarity and insight needed to make key decisions earlier and with greater confidence, particularly around litigation.

Early-stage litigation, Chiha adds, has traditionally required legal intuition, experience, and hours of manual review, strategies that may work, but are “labour-intensive and often reactive”.

“XAI and legal analytics change the game by giving you a clearer picture, earlier. XAI can surface similar cases,

assess judicial tendencies, and identify red flags, with reasoning you can verify. You see not just what the risk is, but why, with references to case law, legislation, and procedural context,” she says.

“This insight empowers you to make faster, more strategic decisions, whether to pursue, settle, or restructure, well before discovery begins. It’s not about replacing legal judgment. It’s about giving you the advanced analytics to use it more effectively.”

And while GenAI still hallucinates and provides untraceable, unverifiable prompts, XAI is able to eliminate risk by drawing on carefully curated datasets and data pipelines.

JurisTechne’s model doesn’t rely on prompts or web-trained text and is instead built on legally sourced databases, legislation, case law, policy, and natural law principles. If, when choosing an AI tool, practitioners can’t trace its reasoning and wouldn’t stake their legal reputation on a response, that tool isn’t built for the legal profession and isn’t XAI.

“If you’re a legal operations leader exploring AI, you’ve likely felt the tension: the pressure to innovate, the promise of efficiency, and the real concern about ethics,



**XAI CAN BECOME YOUR  
ALLY, NOT A DISRUPTION;  
IT’S A TOOL BUILT TO WORK  
WITH THE DISCIPLINE AND  
VALUES OF THE LEGAL  
PROFESSION.**

**Mona Chiha**  
Founder, JurisTechne





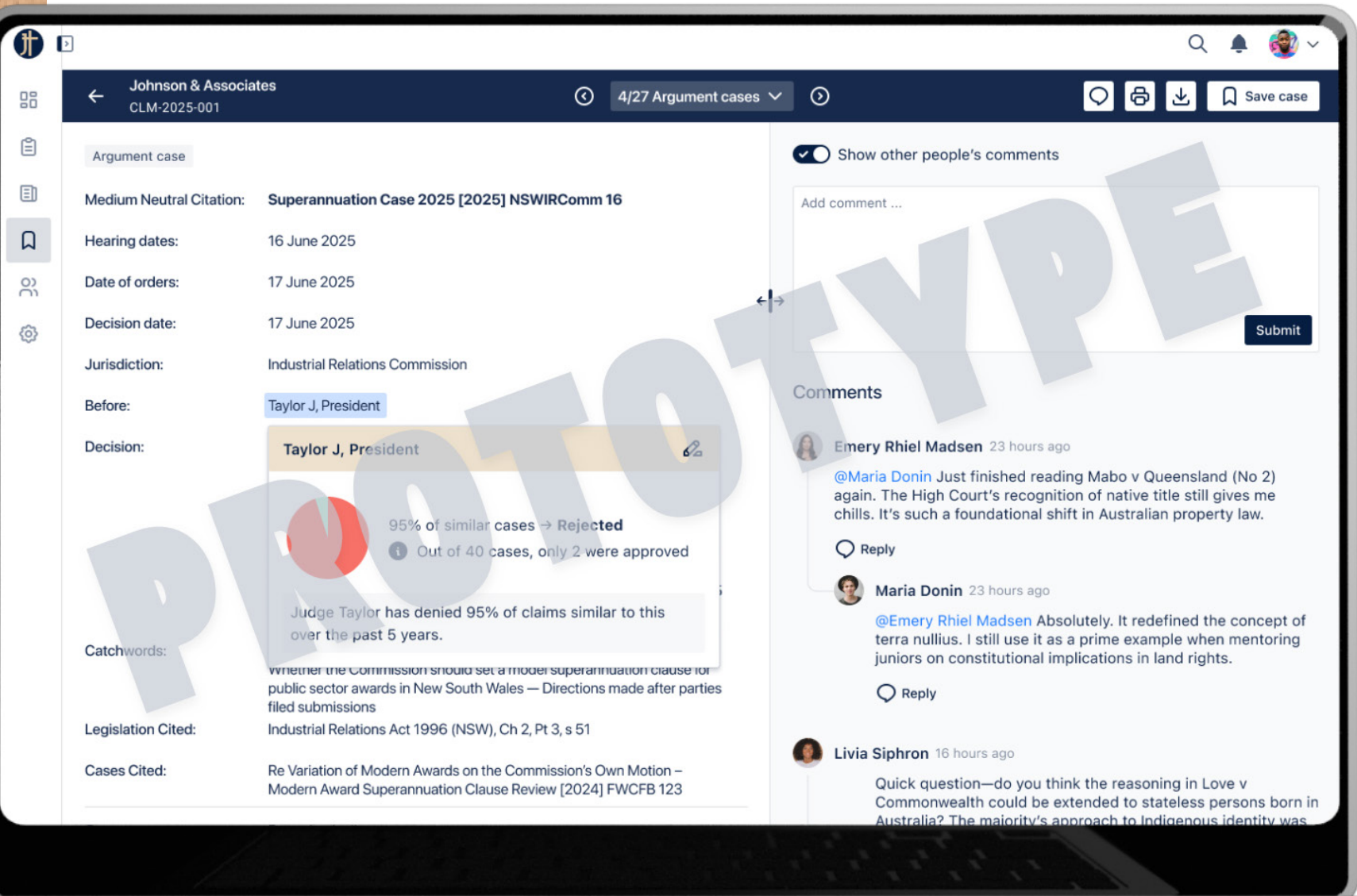


accuracy, and professional standards. You’re not alone. Many in the profession are asking the same question: How do we adopt AI without compromising the integrity of legal practice?” Chiha says.

“That’s where XAI can become your ally, not a disruption; it’s a tool built to work with the discipline and values of the legal profession.”



To learn more about JurisTechne, [click here](#).



Key practical tips for legal operations leaders looking to implement XAI include:

- **Start with purpose, not pressure:** let business and legal priorities lead the way.
- **Trust what you can trace:** avoid anything built on illegally scraped or unverifiable user-generated content.
- **Avoid prompt dependence:** choose systems that rely on legal algorithms.
- **Put governance in place:** ensure AI remains under human control, with people making the final call.
- **Train people, not just systems:** understand not just how to use the platform, but why it matters, how it supports ethical reasoning, meets standards of care, and enhances their work.

“The most successful legal teams will be those who adopt AI without abandoning what makes legal practice principled, cautious, and human,” Chiha says.

“With XAI, you’re not just adding technology, you’re building the foundation for a future where legal reasoning and AI work hand in hand, with integrity at the core.” ●

ABOUT JURISTECHNE

[juristechne.com](#)

[JurisTechne](#) is the world’s first ethical XAI platform purpose-built for legal practice. Unlike GenAI tools retrofitted for law, its model is built from the ground up, in close collaboration with leading universities, researchers, and academics.

The JurisTechne system supports lawyers in litigation assessment and risk analysis, delivering transparent, traceable, and defensible outputs that integrate seamlessly with professional standards. JurisTechne is paving the way for a future where lawyers are equipped with intelligent tools that enhance, not replace, their judgement, accelerate their impact, and transform how law is practised.



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