

Modern Lawyer

Ideas for Legal Leaders

Editor: Alex Davies

October 2025 www.globelawandbusiness.com

Featured in this issue

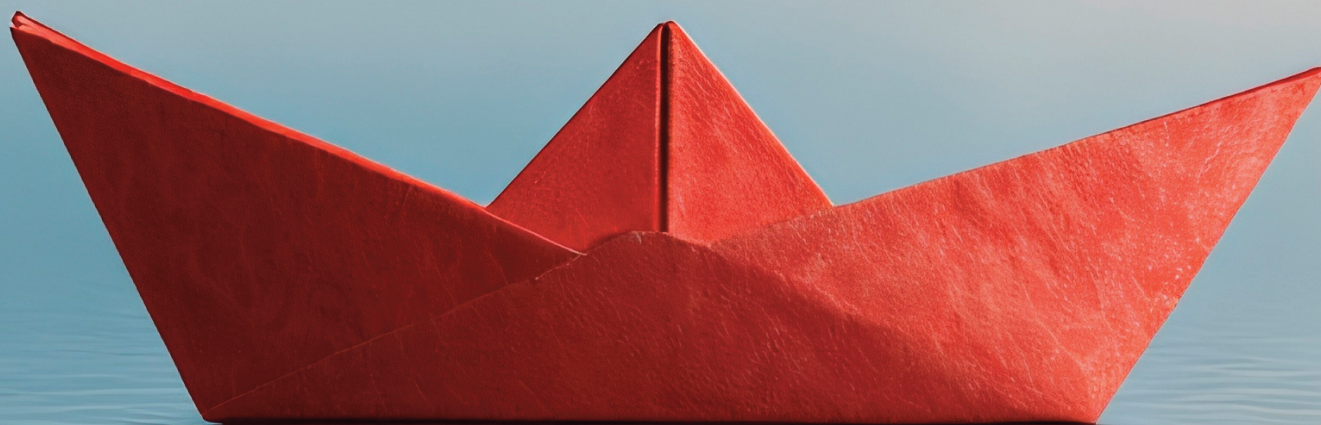
*Dana Denis-Smith on
the future of legal talent
in the age of AI*

*Bellevue Law's positive
workplace culture*

*Yanthe Richardson on the
vocational route into law*



Progress
through
purpose





Change in the legal world rarely happens overnight – yet lately, it feels as though the profession is finding new ways to evolve with intention. In this issue, we explore how purpose, people and progress are shaping the law’s future.

From Dana Denis-Smith’s reflections on the next generation of legal talent, to the final instalment of Nika Kabiri’s exploration of behavioral science, we see a field learning to look beyond precedent. Today’s legal professionals are questioning long-held assumptions, drawing insight from psychology, sustainability and innovation to create practices that reflect the world they serve.

Our interview with Yanthé Richardson demonstrates the changes occurring in recruitment within law, and how “the profession must look like and understand the public it serves”. Socio-economic diversity is vital to the sustainability of the legal profession, especially as technology aids access to legal justice, and the growing popularity of vocational routes into law reflects this.

Purpose is no longer a buzzword – it’s embedded in how firms define success. Boutique firm Bellevue Law’s journey to B Corp certification, for instance, shows that profitability and positive impact can go hand in hand.

Taken together, these stories signal a profession that’s not resisting change but embracing it – thoughtfully, deliberately and with heart. The legal industry has always prided itself on its intellect. Now it’s learning the value of empathy and purpose too.

Alex Davies
Editor

Editor

Alex Davies

Editorial board

Ida Abbott

Jeremy Barton

James Collis

Neville Eisenberg

Heidi Gardner

Tony King

Moray McLaren

Charles Martin

Stephen Mayson

Rebecca Normand-Hochman

Aline Poncelet

Kenny Robertson

Bjarne Tellmann

Globe Law and Business contacts

Sian O'Neill, Managing Director

sian@globelawandbusiness.com

Nicola Hornsby, Marketing Manager

nicola@globelawandbusiness.com

To contribute

The Editor and Globe Law and Business welcome new contributions.

Proposals for new articles/

material should be submitted to

Alex Davies at

Alex@globelawandbusiness.com

Citation

This journal should be cited as

MLP Vol 9 [2025]

To subscribe contact

glo@globelawandbusiness.com

Annual subscription

Digital £375/\$595/€485

Contact

glo@globelawandbusiness.com

for multi-user options

Modern Lawyer is published by

Globe Law and Business Ltd

3 Mylor Close, Horsell, Woking

Surrey GU21 4DD

Tel: +44 20 3745 4770

The idea for this journal arose from the 'Business of Law' series of books, which is co-published with the International Bar Association. The journal is complementary to the book series, and the publishers gratefully acknowledge the support of the IBA.

Contents

Volume 9, Issue 3, October 2025

2

Artificial intelligence and the modern general counsel – driving innovation and mitigating risk

By Claudio Calvino, Jon Chan, and Sonia Cheng

6

Legal Data Intelligence – a new framework for data-driven law

By Adam Rouse

14

Decoding the jury – leveraging decision science for effective trial strategies

By Nika Kabiri, JD PhD

22

Building a positive and sustainable culture

Interview with Florence Brocklesby and Kay Osborne

28

The future of legal talent in the age of AI

By Dana Denis-Smith OBE

33

Beyond bias – breaking down barriers and building inclusion in law

Interview with Yanthé Richardson

38

Learning by doing – how practice shapes the future of legal design

By Marco Imperiale

43

New tech, new demands – taking the lead on transforming in-house legal teams

By Jerry Temko

Two ways to subscribe to *Modern Lawyer*:

1. Subscribe today and receive a 15% discount, go to:
<https://www.globelawandbusiness.com/journals/Modern-Lawyer-Journal>
2. Email '*Modern Lawyer* subscriber offers' to
jenny@globelawandbusiness.com

What's included in **Modern Lawyer Plus?**



Modern Lawyer

© 2025 Globe Law and Business Ltd (Except where otherwise stated) All rights reserved. No part of this publication may be reproduced in any material form (including photocopying, storing in any medium by electronic means or transmitting) without the written permission of the copyright owner, except in accordance with the provisions of the Copyright, Designs and Patents Act 1988 or under terms of a licence issued by the Copyright Licensing Agency Ltd, 6-10 Kirby Street, London EC1N 8TS, United Kingdom (www.cla.co.uk, email: licence@cla.co.uk). Applications for the copyright owner's written permission to reproduce any part of this publication should be addressed to the publisher.

DISCLAIMER

This publication is intended as a general guide only. The information and opinions which it contains are not intended to be a comprehensive study, nor to provide legal advice, and should not be treated as a substitute for legal advice concerning particular situations. Legal advice should always be sought before taking any action based on the information provided. The publishers bear no responsibility for any errors or omissions contained herein.

ISSN 2634-548X



9 772634 548005 >