
CHARLES CHRISTIAN'S

LEGAL TECHNOLOGY

INSIDER

THE ESSENTIAL GUIDE TO WHAT'S HOT (AND WHAT'S NOT) IN LAW OFFICE SYSTEMS

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WINDOWS NT STARTS TO MAKE GROUND

Eighteen months ago the Microsoft Windows NT operating system was almost a fringe technology with Admiral and Pilgrim the only suppliers to back it. Now it is gaining ground as more and more firms and suppliers embrace the system.

Recent recruits to the NT camp include legal suppliers Beaver, Practice and Axxia who either have or will shortly be launching NT options. And, coming along in the middle distance, are Avenue, TFB, CMS Open, AIM and Resolution Systems who are all planning Windows NT launches in the next twelve months. Miles 33 is also looking at putting the Precedent system onto NT.

Who are buying these systems? One of the latest orders to be announced relates to Dundas & Wilson, the largest legal practice in Scotland, which is taking Pilgrim's LawSoft case management package - the firm has already been running the LawSoft debt collection module in its Glasgow office since last year.

Bearing in mind it was only last summer Dundas & Wilson said it would be using Novell NetWare as the basis for its new practice wide office automation infrastructure because it felt the performance of Windows NT "did not, in its current form, stand up to the task in hand" - does this order represent a major change of heart?

According to the firm's director of information systems David Lanc, it is really a case of "horses for courses". He says the firm's strategy has always

➔ been to look at the functionality of the business application first and only then the operating system. In this case, it was felt the best solution for the firm was LawSoft running on Windows NT with an SQL Server database.

However, as far as file and print oriented applications are concerned, typically wordprocessing and office automation, Mr Lanc remains convinced Novell NetWare is still the better solution in terms of robustness, performance and "by an order of magnitude" speed.

Having said that, Mr Lanc also concedes Microsoft is catching up fast in terms of NDS and SFT functionality and suggests by the time NetWare and NT reach their respective version 5.0s, the products will be more equally balanced.

☞ **Comment...** Mr Lanc previously worked in the financial services industry and is used to working in a multiple platform environment - in fact along with NetWare and NT, Dundas & Wilson also run Solaris and SCO Unix systems.

Other aspects of the "merits of NT" debate worth noting are, firstly, that firms installing Windows NT Workstation on the desktop will find it substantially cheaper in terms of run-time licence fees to have Windows NT rather than NetWare as their server platform.

And, secondly, there seems to be an argument emerging that if you really want to get the best out of NT, you should be using a system was specifically developed for an NT-friendly database environment (which means SQL Server) rather than a system originally developed for a Unix database (such as Informix) and only subsequently adapted to run on an NT and SQL Server platform. □

WEATHER PROOF INK

Users concerned about the longevity and legibility of documents

produced on computer printers might like to note Lexmark

International (☎ 01628 481500) has developed a new "Super Sharp Waterproof Black" ink cartridge containing a patent pigmented ink that preserves the printed image when exposed to water and resists fading in sunlight.

PROSOFT WINS PATENT

US-based ProSoft Corporation (☎ + 214 386 7769), best known for its Carpe Diem time tracking system, has been awarded a US patent for the design of its "SmarTimer" on-screen time keeping facility. Earlier this year ProSoft had to threaten legal action against a US supplier alleged to have copied the design.

SUPPLIERS SET THEIR SITES ON IRELAND

Having been ignored by most legal IT suppliers for the better part of the 1990s, the Irish solicitors' market – both in the north and the south – has now become a focus of attention.

The latest development has been the decision by McCann Fitzgerald in Dublin and Ronan Daly Jermyn in Cork to order the complete Arista case and practice management suites from Axxia Systems (☎ 01734 602602).

With 43 partners, McCann Fitzgerald is the largest practice in the Republic but the real significance for Axxia is that as both firms are part of an eight practice consortium, a further six orders "representative of the cream of Ireland's legal profession" are expected to follow within the next few months.

Axxia, which last year expanded operations into Scotland and also has aspirations for the USA, sees breaking into the Irish market as an integral part of its overall international expansion plans. But Axxia is not the only supplier targeting Ireland.

Back in the 1980s Norwel and the old Charterhouse operation were active players in the Republic. More recently both MSS and Avenue Legal have been shipping accounts systems through local distributors Sabre (☎ 01232 370944) and Star (☎ + 3531 676 5929). Star is also a distributor for Pilgrim Systems' case management software, with recent wins including an order from Pierce & Fitzgibbon in Listowel, County Kerry for a debt collection system.

Also showing an interest is Curat Lex (☎ 01423 359101) which recently installed a system in Northern Ireland. And, Pilgrim Systems (☎ 0131 226 5528) is exploring the demand for its new Windows NT-based LawSoft practice management system, which the company believes is technically superior to anything currently available in Ireland. □

NEW SCHEME OFFERS IT LEASING SECURITY

Schroder Finance (☎ 0181 422 7101) has added to its portfolio of leasing products with a new "Finance Protection" plan designed to provide reassurance for sole practitioners and smaller firms entering into finance commitments.

Schroder Finance director Roger Farley says the scheme was introduced after research indicated many smaller practices were concerned about their potential financial vulnerability if a key fee earner fell ill – or even died – during the term of a lease.

Described as "competitively priced", the scheme is an optional extra for both new and existing Schroder Finance customers and will cover all liabilities in the event of the customer becoming temporarily or permanently incapacitated.

The disablement benefit will settle monthly repayments on a leasing agreement up to a maximum of seven years, while the accidental death benefit will clear the whole of the outstanding balance on a lease subject to an upper limit of £125,000.

The scheme is underwritten by Norwich Union. □

SUPPLIER OFFERS

This new **LEGAL TECHNOLOGY INSIDER** service lists special offers being run by IT suppliers. Companies with genuine promotions should contact the **LTI** office. There is no charge for inclusion.

☎ **MSS Management Support Systems** (☎ 01252-371121) is running a special discount on its AlphaLaw Junior low cost accounts system for small firms. The software normally sells for £595 plus £400 for training and £345 for one year's customer support (+ VAT). However the whole bundle is currently available for £1095 + VAT. The £245 discount represents an 18% saving on the list price of £1340. □

SCL TO PROVIDE RESEARCH FUNDING

The Society for Computers & Law last week announced it had earmarked £60,000 to fund research into any aspect of communications and computer law or the application of technology to the law.

Announcing the funding, SCL president Lord Justice Brooke said: "Very rapid developments in computer and communications technology are all around us. Unless our law and legal practice can keep up with these developments, we will lose our place as a leader in Europe in these fields".

Half the money will be used to fund one or more one-year projects to commence in 1997, while the remainder will fund either one three year project or smaller projects at the rate of £10,000 a year in 1997, 1998 and 1999.

The research project must relate to the UK and bids for the money must be made by 31 October 1996. For further details contact Ruth Baker of the SCL on ☎ 0117 923 7393. □

LOTIES MEAN BUSINESS SAY AIM

Sales of the AIM Evolution practice management and workflow systems, including the version recently adapted to meet the regulatory requirements of the Scottish market, are booming with the company reporting 22 major orders received during the three months until the end of July. AIM expects to have the majority of the orders - including the three from Scottish practices - installed by the Autumn.

Commenting on the orders, AIM Professional managing director John Wilde said these were not a flash in the pan and that he expected a similar volume of business would be maintained throughout the year.

Although the company's current programme of regional roadshows are ➔

➔ generating a lot of leads, Wilde added that winning one of this year's **LOTIE Awards** (which are jointly run by **LEGAL TECHNOLOGY INSIDER** and *In Brief* magazine) had also produced a lot of interest in the company and its products.

AIM Professional (☎ 01482 326971) is now using the **LOTIE** logo in its advertising campaigns and on its new Web site at <http://www.aim.co.uk>. **LTi** will shortly be publishing details of the scheme for the 1997 awards.

☞ **Technical Note...** AIM has issued its *Summer '96* software upgrade. Along with changes to meet the needs of Scottish law firms, this includes voice integration with Dragon Dictate, a messaging system for networks, plus hypertext links to topics in the software's online manuals. Currently under development is a database independent version and support for Windows NT. □

PRECEDENT MILES BETTER

Walker Morris in Leeds this week goes "live" with the Miles 33 (☎ 01344 861133) Precedent practice management system.

The 300-user installation is running on an Oracle database and the firm is also taking a case management system supplied by Hatton Blue (☎ 01789 470489). A 320-user Miles 33 Precedent installation is scheduled to go live at Plymouth's Bond Pearce at the beginning of October. □

EVERYTHING MUST GO

In the wake of the recent collapse of the Facia property and retailing group, Titmus Sainer Dechert is acting for one of the parties involved and is now disposing of several hundred high street shops around the UK. To help handle the enormous number of transactions, Titmus Sainer has devised a workflow system based on HotDocs document assembly software and electronic forms from Laserform Law (☎ 01565 755154). □

CONFERENCE OFFER FOR READERS

Enclosed with this edition are full details of the forthcoming **IBC conference Internet for Professional Services**. Readers are eligible for a 10% discount off the price of the conference. To claim your discount please mention **LEGAL TECHNOLOGY INSIDER** on the booking form.

MERGED FIRM OPTS FOR TFB

Following the merger of two Sheffield firms to form Keeble Hawson, the new practice has rationalised its IT structure by replacing older Miles and Kienzle systems with new case and practice management software supplied by Technology for Business (☎ 01932 781120). The total deal is worth £300,000 and includes installing a 75 Pentium PC network.

DOCUMENT MANAGEMENT TO GET JAVA FLAVOUR

Kinesis Computing (☎ 01793 536291) is to launch a new version of its Global Recall document management system that will be equally accessible via Java terminals and conventional desktop hardware. Kinesis say the Java version will meet the needs of Intranet users. (See also main story on this page.)

MICROSOFT SUPPORT EXTENDED

Documentum Software (☎ 0181 867 3000) has extended the range of Microsoft products its document management system is compatible with to include Internet Information Server (IIS), SQL Server and Internet Explorer. Documentum already supports Microsoft Windows NT Server.

YMIJS IN INTRANET PARTNERSHIP

One of the UK legal market's leading suppliers of EDM (electronic document management) systems, Ymijs Ltd, has launched a new intranet product that was jointly developed with specialist software house Muscat Ltd.

Called the ThinC (Thin Client) system, the new software can provide access to all of an organisation's current and legacy data via a low cost, low maintenance Web-browser style HTML front end.

Bill Cannings of Ymijs (☎ 0181 518 1414) said the growing demand for intranet technology means users of text retrieval software now need more sophisticated "search engines" to help them locate data.

Cannings believes that Muscat (☎ 01223 421222) are "the rising stars in information retrieval technology" through the use of *probability theory* (which attaches variable weights to words) in its core "natural language" search system.

"Together," says Cannings, "we are able to provide a complete intranet package, from the conversion of legacy data, through to the on-line retrieval of dynamic information. ThinC will enable organisations to fulfil their aspirations for the intranet."

☞ **Comment...** The hype surrounding the Internet is now only equalled by that surrounding intranets and the concept of *thin client* software providing a low cost alternative to conventional database retrieval systems. Ymijs has always been seen as an innovative company but with plenty of "live" users in both industry and larger law firms, the company's products are usually based on a sound foundation of market demand.

The new ThinC system will be on show at the Document '96 exhibition (Birmingham NEC, 24-26 September) and the Internet Show (Business Design Centre, London, 2-4 October). □

DIARY DATES

☎ **16 September - The Future of Fax in the Legal Profession** Seminar at Lincoln's Inn, London. Speakers include Mike Shore of Herbert Smith and Charles Christian of **LEGAL TECHNOLOGY INSIDER**. Admission free, starts 15.30pm, call Hexar on ☎ 0181 563 9000 for details.

☎ **25 & 26 September - Software for Solicitors** Technology exhibition features major legal systems suppliers, at the Albany Suite, Forte Crest Hotel, Birmingham. Admission is free, call Truemist on ☎ 0181 742 3399 for details.

☎ **2 October - Excel Spreadsheets for Intermediate Users.** One day course organised by Institute of Legal Cashiers & Administrators. Fee £240 + VAT (ILCA members £200 + VAT). Starts 9.30am call ILCA on ☎ 0181 294 2887 for details.

☎ **28 October - Internet for Professional Services** One day conference on developing a competitive advantage through the Net. Speakers from Bird & Bird, Masons and Clifford Chance. The event is sponsored by **LEGAL TECHNOLOGY INSIDER**, carries CPD credits and takes place at the Scientific Societies Lecture Theatre, London W1. Fee £399 + VAT. Registration from 9.00am, closes 17.20pm. Call Amelia Tinsley of IBC UK Conferences on ☎ 0171 453 2709 for details. *Plus see form enclosed with this edition.*

☎ **27 November - LITigate '96** One day conference plus workshop sessions on legal IT, law firm re-engineering, case management and networks. Speakers include Richard Susskind, Neil Cameron, Gary Simon of Deloitte & Touche and Ken Olisa of Interregnum. The event is co-sponsored by **LEGAL TECHNOLOGY INSIDER** and chaired by **LTi** publisher Charles Christian. Venue: Café Royal, London WC2. Fee £380 +VAT, registration from 9.00am. Call Forum Conferences on ☎ 0181 445 8060 for details. □

HSSK COMPETITION HOTTING UP

The race to produce a low cost “High Street Starter Kit” (HSSK) for smaller firms is hotting up, for even as the English Law Society project gets ready to enter its pilot phase, two other groups are planning rival systems.

The current state of play at the Law Society is their consultants have spent the summer visiting and vetting firms to draw up a shortlist of suitable pilot sites. This process is now in its final stage and within the next four weeks Chancery Lane hopes to announce the list of firms to take part in the pilot.

Assuming no unforeseen snags, the HSSK system should be commercially available in the early part of next year and is likely to be a focal point at the 1997 Barbican Exhibition.

In the meantime Laserform Law is putting the final touches to its rival HSSK offering: the Legal Millennium Suite. Scheduled for a launch in late November, this will be a Windows 95 based-product and include accounts, time recording, electronic forms and case management software. This “software only” system is expected to retail at around the £1000 mark.

However, even while *Millennium* is being finalised, **LTi** has learned that a third low cost package has now entered the closing stages of development.

Produced by Peapod Solutions (☎ 01753 581600), in conjunction with Pracctice Ltd, along with accounts, time recording, the Microsoft Office 95 suite (which includes wordprocessing) and electronic forms software, this will be bundled with a modem, printer and high spec Pentium PC hardware.

Pricing for this “pick up and go” system will be based on an all-in £40 a week rental charge that includes support, training, software maintenance plus an option to upgrade the PC at the end of a three-year period. **LTi** will have full details in the next edition. □

FIRST SUPPLIERS SIGN UP FOR LSSA

A first tranche of thirteen suppliers have been admitted to the recently launched Legal Software Suppliers Association (LSSA).

The new members are: Avenue Legal, AIM Professional, Eclipse, Edgebyte, Jackson Computers, MSS, MIL, Laserform Law, Linetime, Norwel, Quill, Sanderson GA and Thompson Moore. Applications are currently being processed for a further six suppliers.

LSSA (☎ 01789 296096) chairman John Wilde said one of the association’s first tasks is “to carry out a survey on behalf of our members to determine the benchmark of customer satisfaction to aid us in measuring improvement as time goes by.”

The survey will take the form of a questionnaire to a representative sample of users drawn from all LSSA members’ customer bases and it is expected to be completed this autumn.

☞ **Comment...** Given it is rumoured Robson Rhodes will not be re-running its annual IT survey in 1997, the LSSA initiative could be a useful exercise. □

“UNIVERSAL IN BOX” FOR TELECOMS MAIL

Telecoms specialist Kommunicate (previously Fontware) has been appointed a dealer for Applied Voice Technology’s CallXpress 3 unified messaging system. Kommunicate (☎ 01252 815514) is already the exclusive UK distributor for the RightFAX network fax server system.

☞ **Technical Note...** Sometimes called *universal in boxes*, unified messaging systems allow users to access all their messages, including voice mail, email and faxes, via a telephone from anywhere in the world. Faxes can be forwarded to a convenient machine, while voice synthesis technology can actually “read” the contents of an email to a user. □

LINKLATERS PUT UNIX ON THE LAPTOP

Back in January LTi carried a story (see Issue No 7) about US law firm Hale & Dorr’s use of Tadpole Technology’s SPARCbook laptop computers running Unix software. Both Linklaters & Paines and Speechly Bircham are now using similar systems in the UK to help in litigation support applications.

☞ **The two firms are running Quest document and litigation management software supplied by Legal Expert Systems (☎ 0171 404 1633).**

YOU BROKE THE WHAT ?

An IT manager at one London firm reports she recently received a call from an assistant solicitor complaining that the coffee holder on his PC had broken. This came as a surprise as it was the first she had heard of such a device. Further investigation revealed he had been using the loading tray on his CD-Rom drive as a mug holder, which had snapped under the weight.

NEW PRODUCT MANAGER

Alison Thornton has been appointed product manager at AIM Law Data (☎ 0113 237 8500) with responsibility for design, pre-sales support and installation on the Progression case and workflow management system. She was previously responsible for training on the company's Debtco 2 software.

SYSTEMS FOR THE BLIND AND PARTIALLY SIGHTED

The advent of Windows software has provided a major boost to the development of systems to help the blind and partially sighted work with personal computers.

According to the Employment Development and Technology Unit of the Royal National Institute for the Blind (call Zoe Neumann on ☎ 0171 388 1266) these systems can be divided into four main categories...

Screen Magnification - software based systems that magnify the image displayed on screen between (depending upon the product) two and 32 times. The latest versions are Windows 95 compatible and prices range from £80 to £750. Suppliers include Sight & Sound (☎ 01604 790969), Dolphin Systems (☎ 01905 754577), Alphavision (☎ 01494 530555), Professional Vision (☎ 01462 420751), Concept Systems (☎ 0115 925 59889) and the Foundation for Communication for the Disabled (☎ 01483 727844).

Screen Readers - use speech synthesiser technology to read off the contents of the screen to the user. Prices range from £450 to £2300 for a Windows NT system and suppliers include TechnoVision (☎ 01604 792777) and Papworth Ability Services (☎ 01635 247724), as well as all the suppliers mentioned above.

Electronic Braille Displays - are tactile devices which supplement a conventional computer keyboard to enable the user to read the contents of the screen in touch by braille. Some of these can be used in conjunction with screen readers but are all relatively expensive - between £6000 and £12,000. In addition to companies already mentioned, suppliers include Sensory Systems (☎ 0181 205 3002), Hagger Electronic (☎ 01462 677331) and VisAbility (☎ 0181 897 8587). ➔

➔ **Electronic Notetakers** - the final category of systems are the equivalent of electronic organisers and laptop PCs. Typically they have braille keyboards and voice output. Expect to pay between £1500 and £3000 for an organiser and between £5000 and £8000 for a laptop. Sensory Systems also produce the Key-note Gold speech synthesiser which fits on a PCMCIA card and will run on laptops with a PCMCIA slot. Again, refer to the above contact lists for suppliers. □

BEWARE OF BOGUS SCREEN HEALTH WARNINGS

The Health & Safety Executive (☎ 0541 545500) has taken the unusual step of warning computer users not to be confused by the "bogus and misleading advice" on VDU health risks now being issued by some computer accessories and consumables suppliers.

The HSE is particularly scathing about VDU screen filters and suggests that not only is it cheaper but in most cases it "can be more effective" to merely move the position of the desk or the screen than to buy a filter.

The HSE says that wherever possible "cowboy suppliers" who use these "unscrupulous sales techniques" will be referred to trading standards officers for possible prosecution under the Trades Description Act. □

NEW BT RING BACK SERVICE

British Telecom has launched a new service for business subscribers called *Ring Back*. If you encounter an engaged tone when you ring a number, rather than redial, just press the "5" key on your phone, to initiate the *Ring Back* service, and put down the receiver. The service then monitors the line you were trying and calls you back as soon as it is free. Currently the service is free to anyone requesting it but from the 1st January 1997, BT will charge for it at a rate of 10p for each occasion on which it is used. □

COMMUNIC@TIONS FUTURES

Web site operators are welcome to create hyperlink jumps to the **LTI** site at <http://www.cloudnine.co.uk/cloudnine/>

BT TO CUT PRICE OF ISDN

One of the major stumbling blocks on the Information Superhighway for UK telecoms users has been the high cost of high speed ISDN2 lines. However from 23 September British Telecommunications is cutting the cost of its data services.

Until now the cost of ISDN has been £400 for the connection plus a quarterly rental of £84, which has tended to deter most businesses from installing the service. In fact compared with France and Germany, where the price of ISDN is cheaper, the UK has a far smaller proportion of ISDN users.

BT hopes to change this with a new pricing structure involving a connect charge of £200 plus a rental of £130 a quarter. The increased rental will be offset by a "call allowance" of £90 for the first two years and £210 on calls made in subsequent years.

BT says that for smaller businesses this is the equivalent of a 14.5% discount and anticipates the move "will open up the market to ISDN. Ironically the linking of the call allowance to the rental charge could be problematic as Mercury has described it as "anti-competitive" and raised the issue with OfTel.

👉 **Technical Note...** Along with improved data communications, ISDN lines can offer faster Internet access. With a conventional phone line and 28.8Kbps modem it takes just under five minutes to download a 1Mb file whereas with ISDN at 128Kbps the whole process should take little over a minute.

The wider adoption of ISDN is also likely to provide a boost for *bandwidth* dependent services, such as video ➡

➡ conferencing, which have until now been unable to achieve a critical mass.

Despite being a potentially useful technology, few law firms have invested in video conferencing because there are so few organisations to video conference with – and one reason for this has undoubtedly been the high cost of ISDN.

👉 **Related Developments...** MCS (☎ 0181 882 8811), developers of the DPS case management system, will shortly be announcing details of a new version of DPS that uses ISDN "dial on demand technology" to allow remote workers to access case files as and when they need them, rather than having to establish a conventional wide area network (WAN). ☐

CLIFFORD CHANCE HEADS FOR THE BORDER

Clifford Chance is the latest major London firm to install the BorderWare Firewall Internet security system.

The most recent version of Firewall creates a "virtual private network" so secure encrypted email communications can be conducted across the Internet between firms and clients, even if they use different "firewall" products.

The Clifford Chance system was supplied by Peapod Solutions (☎ 01753 581600), who now also distribute the Interscan VirusWall product. This can prevent computer viruses on the Internet infecting a firm's internal network. ☐

SKY TARGETS THE NET

BSkyB, the Murdoch satellite television venture, has announced that the new generation of decoders being built to support next year's launch of digital transmissions will include modems and software to allow access to the Internet.

The move is expected to increase the penetration of Web-based commercial services to consumers – as BskyB point out: only 15% of UK homes have PCs but nearly all have television sets. ☐

BROWSER ALLIANCES

Amid growing competition between Netscape and Microsoft in the field of Web browsers, Microsoft has negotiated with five leading UK Internet service suppliers to adopt Internet Explorer 3.0 as their default browser software for new customers. The five, who include Demon, BT, and UUNet Pipex, had all previously supplied Netscape Navigator.

3i CHOOSES X400

Venture capital specialist 3i has implemented an X400 messaging system to speed up secure document exchange between the company's legal department and external law firms with whom they need to communicate frequently. The system was supplied by Net Connect (☎ 01223 423523).

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Don't miss the next edition No 23 out: 23 September

Alexis Byter's

COMPUTER LORE

Consider this - I have been doing a little research on the **LTI** database and have noted the following facts...

Among law firms, corporate and governmental legal departments around the UK and the Republic of Ireland, without exception all librarians, directors of library services and heads of information departments are women.

When it comes to people holding the post of IT manager, among the same sample, women outnumber men on about a 65 to 35 ratio.

That's the good news. Unfortunately from here on things start to go badly downhill. For example if you look at larger firms that have directors of IT or heads of technology - all are men.

And it is the same with UK legal IT suppliers. There are plenty of women holding the position of support desk manager or head of training or marketing manager. But, when it comes to the more influential posts - sales director, head of R&D and managing director - they too are all men.

So what are we seeing here? Could it be that when it comes to making serious decisions about computing, this really is a "boys' thing" that the "girlies" (as one City IT partner so charmingly calls his female colleagues) should not

▶ worry their fluffy little heads about? Or is it just the curse of the *glass ceiling* prematurely and artificially curtailing the career opportunities of women?

According to one management consultant (in a comment so crass that I had better shield his identity from the wrath of irate womenfolk) the typical scenario is that women progress from being secretaries to head of the typing pool, to wordprocessing supervisor etc and so on to a post in IT management.

"But while they may be perfectly capable of ensuring the system keeps running on a day-to-day basis, they lack the skills to take strategic decisions about the future direction of a practice's installation."

Oh yeah! And I suppose the typical background of management consultants in accountancy - adding up long columns of figures and all that - automatically grants them computer gurdum status.

Call me a sentimental wishy-washy liberal but I have never noticed any emotional, educational, biological, psychological or otherwise metabolic reasons why women should not be as good as men at holding down the top posts in the legal technology business.

There again, should we really be surprised by their absence, when you consider how few women who have made it to the top in law firm management. □

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