

MEMORANDUM

TO: Fred Thrasher, NALP Deputy Director
Kay Nash, Board Liaison

FROM: Jean Durling, Fox Rothschild LLP
Ryan Galvin, Stradley Ronon Stevens & Young, LLP

DATE: March 26, 2026

RE: Board Report – Legal Employer Chief Officers Interest Group

Since our last report in January, we hosted a monthly meeting in February and held our in-person Chief Officers Interest Group Symposium in March in New York City.

February 18th Meeting

- Preview of symposium agenda: we shared the results of the symposium planning committee meeting, where most of the feedback centered around the continuing significance of GenAI with law firms and the legal industry. This helped confirm for the group that focusing several components of the March symposium on how GenAI is applied in the world of legal talent initiatives would provide the most fulsome experience for the group.
- Time compliance for attorneys: The group discussed various levers and ideas on how to improve overall billing hygiene, including incentives to improve billable hour posting time; some firms have explored compensation measures while others have reset expectations and leveraged technology to improve the overall time inputting process.
- Partner participation in firm social events: the group discussed ideas on how to increase in-person partner participation at firm events, lunches, and meetings. Some of the success stories included focusing initially at practice group levels and smaller group settings, which helped generate a grass-roots approach that led to increased presence at larger-scale events over time.

March 4th Symposium

Here is a brief summary of the presentations from the March symposium

- **GenAI 101: Real Tools and Real Strategies for Law Firm Adoption**

Lauren G. Brown, Chief Talent Officer, Arnall Golden Gregory, LLP

Sarah Hirebet, Director of Knowledge Management, Stradley Ronon

The AI tools reshaping law firm operations are here — but getting attorneys, skeptical partners, and business professionals to embrace them is where the real work begins. In this candid, peer-driven conversation, Lauren and Sarah described the current AI landscape at their firms, sharing what's actually deployed in their environments and the hard-won strategies that are driving meaningful adoption across every corner of their firms. There was discussion about how to build and staff knowledge and innovation teams, what specific AI resources firms are using, and good examples of GenAI use cases that group members could bring back to their own firms.

- **GenAI in Action: Transforming Employee Performance Evaluation**

Rebecca Bradley, Chief Talent Officer, Foley & Lardner

Christina Wells, SVP, Operations & People, Flo

The group discovered how GenAI is revolutionizing the way firms assess and develop their talent — by turning mountains of performance data into dynamic, actionable insights through intelligent dashboards. We learned how the Talent/HR Team at one forward-thinking law firm harnessed AI to generate clear and consistent performance summaries in their process to evaluate and elevate associates and counsel to partner. The firm also demonstrated how they train managers in using AI to draft performance reviews for all business professionals. Additionally, the group received an inside look at the future of talent evaluation through FloPerform’s AI-embedded technology and how the efficiencies gained can allow talent leaders to focus on the strategy behind managing performance and elevating their top performers.

- **Closing the Feedback Gap: How AI is Transforming Performance Culture in Law Firms**

Andy Hales, Vice President, Professional Development & Training Venable LLP

Lori Zeoli, CEO and Founder, xpLORIZE AI Advisors, LLC

At the heart of attorney development lies a persistent cultural challenge — people too often hesitate to deliver honest, direct feedback, leaving critical gaps in transparency and growth. Andy provided some practical strategies around AI adoption at his firm, including an AI idea board and a Microsoft Teams channel to share examples, successes and failures, while also leveraging ChatGPT-Enterprise to synthesize performance feedback and craft targeted talking points that make difficult conversations easier and more impactful. Lori then discussed some of the incredible possibilities of GPT’s and how they can collaborate with each other to reshape the feedback experience — synthesizing input in real time, improving usability, and structuring meaningful dialogue — which can help build a firm-wide culture that embraces the tools with confidence and purpose.

In addition to the 3 GenAI-focused sessions, the symposium featured a working lunch covering several important and relevant topics, including:

- **Accelerated Recruiting Cycles**
- **Lateral Partner Integration**
- **AI Training for Associates**
- **Associate Skill Development and Hybrid Work**
- **Inclusion**

We had over 30 attendees at the symposium, with very positive feedback on the topics and presenters. Since February, we have also added 4 new NALP members to the Interest Group and continue to discuss ways to identify other firm talent leaders to increase the number of perspectives and potential contributors.

We are looking forward to seeing everyone at the upcoming conference in April, where we would be happy to share additional feedback from the recent monthly meetings and the symposium, in addition to finding ways to continue growing the group and adding value to NALP’s mission and the NALP membership.

Thank you.

Jean and Ryan