



PRESENTS

# FUTURE-READY LAW FIRMS AND LEGAL DEPARTMENTS

A CONCLAVE ON REWRITING THE NEW  
ARCHITECTURE OF LEGAL SERVICES

**APRIL 24, 2026 | FRIDAY**  
10:00 AM ONWARDS

**MAGNOLIA HALL, INDIA HABITAT CENTRE**

IN ASSOCIATION WITH

**CII NATIONAL COMMITTEE ON LEGAL SERVICES**

AN INITIATIVE BY THE SUB-COMMITTEE ON MANAGEMENT  
OF LAW FIRMS AND LEGAL DEPARTMENTS

SUPPORTED BY



## KEY SPEAKERS FOR INAUGURAL SESSION



### CHAIR OF THE CONCLAVE

**Dr. Lalit Bhasin**

**President, Society of Indian Law Firms  
Immediate Past President, Bar Association of India  
Chairman, CII National Committee on Legal Services**



**Ms. Manjula Chawla**

**Founding Partner,  
Phoenix Legal  
Chair, Sub-Committee on  
Management of Law  
Firms & Legal  
Departments under CII  
National Committee on  
Legal Services**



**Ms. Bithika Anand**

**Founder & Managing Director,  
Legal League Consulting  
Founder & CEO,  
Human Elevation  
Founder, Aatman Samarpan  
Co-Chair, Sub-Committee on  
Management of Law Firms &  
Legal Departments under CII  
National Committee on Legal  
Services**



**Mr. Manuj Bhargava**

**Founder – CLAonline  
Co-Chair, Sub-Committee on  
Management of Law Firms &  
Legal Departments under  
CII National Committee on  
Legal Services**

# TENTATIVE PROGRAMME & SESSION TOPICS

<p><b>10:00 AM – 10:30 AM</b></p>	<p><b>Registration &amp; Networking</b></p>
<p><b>10:30 AM – 11:15 PM</b>  <b>Inaugural Session &amp; Felicitations of the Chief Guest / Guest of Honour</b></p>	<p>The future of the legal profession lies in institution-building rather than personality-driven practices. The inaugural session will discuss how sustainable success today depends on governance structures, leadership continuity, professional management, and scalable systems across both law firms and legal departments. The focus is on long-term architecture covering management models, accountability, succession, and technology adoption.</p> <ul style="list-style-type: none"> <li>• Welcome Address</li> <li>• Keynote Address by Conclave Chair</li> <li>• Felicitations of the Chief Guest / Guest of Honour and other Dignitaries</li> </ul>
<p><b>11:15 AM – 12:15 PM</b>  <b>Session - I</b>  <b>Aligning Law Firms and Legal Departments: Expectations, Accountability and Delivery</b></p>	<ul style="list-style-type: none"> <li>• How the role of the corporate legal department has expanded to include risk management, compliance, governance and strategic input</li> <li>• How law firms must align their partner structures, staffing models and service delivery with these evolving expectations</li> <li>• How legal departments decide what to handle internally and what to outsource</li> <li>• How law firms must adapt pricing, staffing, technology and knowledge systems</li> </ul>
<p><b>12:15 PM – 12:30 PM</b></p>	<p><b>Refreshments &amp; Networking Break</b></p>
<p><b>12:30 PM – 01:30 PM</b>  <b>Session - II</b>  <b>Leadership, Ownership and Succession: Building Enduring Legal Institutions</b></p>	<ul style="list-style-type: none"> <li>• Ownership, governance and generational transition in law firms</li> <li>• Leadership continuity, structuring and succession planning within legal departments</li> <li>• The impact of leadership transitions on client confidence and institutional credibility</li> <li>• Developing next-generation leadership on both sides</li> </ul>
<p><b>1:30 PM – 2:30 PM</b></p>	<p><b>Networking Lunch</b></p>
<p><b>2:30 PM – 3:15 PM:</b>  <b>Session - III</b>  <b>Emerging Law Firms – Building the Next Generation of Legal Institutions</b></p>	<ul style="list-style-type: none"> <li>• Building differentiation through depth, responsiveness, or innovation rather than size</li> <li>• Setting up governance, decision-making protocols, and partnership structures early</li> <li>• Do emerging firms score higher on responsiveness and partner involvement?</li> <li>• How do GCs assess whether a smaller firm can handle complexity, urgency, or scale?</li> </ul>
<p><b>3:15 PM – 4:00 PM:</b>  <b>Session - IV</b>  <b>Scaling for the Future: How AI is Redefining Legal Talent and Scale</b></p>	<ul style="list-style-type: none"> <li>• AI as a Force Multiplier for Talent – redefining junior lawyer roles, and enabling firms to scale output without proportionally scaling headcount</li> <li>• Institutionalising Knowledge Through AI – Using AI to capture institutional memory, standardise quality, and support decision-making</li> <li>• Governance frameworks required to responsibly deploy AI while preserving client trust and professional standards</li> </ul>
<p><b>4:00 PM – 4:15 PM</b></p>	<p><b>Closing Remarks</b></p>
<p><b>4:15 PM – 4:30 PM</b></p>	<p><b>High Tea &amp; Networking</b></p>

## THEME

India's legal sector is undergoing a structural transformation. Law firms are facing increasing competition, generational transitions, and demands for greater efficiency and specialisation. At the same time, corporate legal departments are expanding their role beyond legal advice into enterprise risk management, compliance, governance, and strategic decision-making. As both sides become more nuanced and central to business outcomes, the relationship between law firms and corporate legal departments is no longer driven by individual relationships alone. It increasingly depends on how well institutions, firms and in-house teams are structured, governed, led and managed.

This conclave aims to discuss how both sides can build stronger, more professional, and more future-ready legal institutions, and how both sides can work together more effectively. The programme is designed as a half-day, leadership dialogue, combining structured discussions with networking over lunch and high tea.

## OBJECTIVES

The event aims to:

- Promote a deeper understanding of the management and operational aspects of law firms and corporate legal departments
- Facilitate structured dialogue on expectations, accountability and service delivery
- Examine leadership, ownership, succession and continuity in both law firms and in-house teams
- Explore future-oriented growth and operating models for the legal profession
- Strengthen institutional relationships between law firms and corporate legal departments

## WHO SHOULD ATTEND

- Managing Partners and Senior Partners of law firms
- General Counsels, Heads of Legal and senior in-house legal leaders
- Leaders responsible for managing legal teams and professional services organisations
- Service providers and vendors to the legal sector
- Members of the CII National Committee on Legal Services

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