

“ALA’s Amanda Koplos Discusses the Importance of an Operations-Led AI Strategy for Law Firms,” *Today’s Managing Partner*

In an article published on December 12, 2025, by *Today’s Managing Partner*, ALA's Amanda Koplos discusses the importance of an operations-led AI strategy for law firms and how legal administrators are evolving into AI strategists. The article explores how firms can move from AI experimentation to strategic implementation, the impact on billing models, and change management best practices. Koplos emphasizes that successful firms are “choosing technology strategically to solve specific problems and improve real processes” rather than buying the latest technology without a clear purpose. On the future of the billable hour, she notes, “AI is the first technology that could actually make that true. You can’t charge clients for the time you spent on something and simultaneously pay for software that makes that task take less time.” Koplos also addresses the competitive pressure on mid-size firms, stating, “A young associate isn’t going to walk away from a place where they had access to Copilot or a full suite of AI tools and then join a firm that expects them to work without those resources.” Regarding the role of legal administrators, she offers this perspective: “Leading AI initiatives is not an IT function. IT can manage security, vendor selection and technical implementation, but the rest of it is operations.”

For the full article, you may click [here](#).