

Legal services

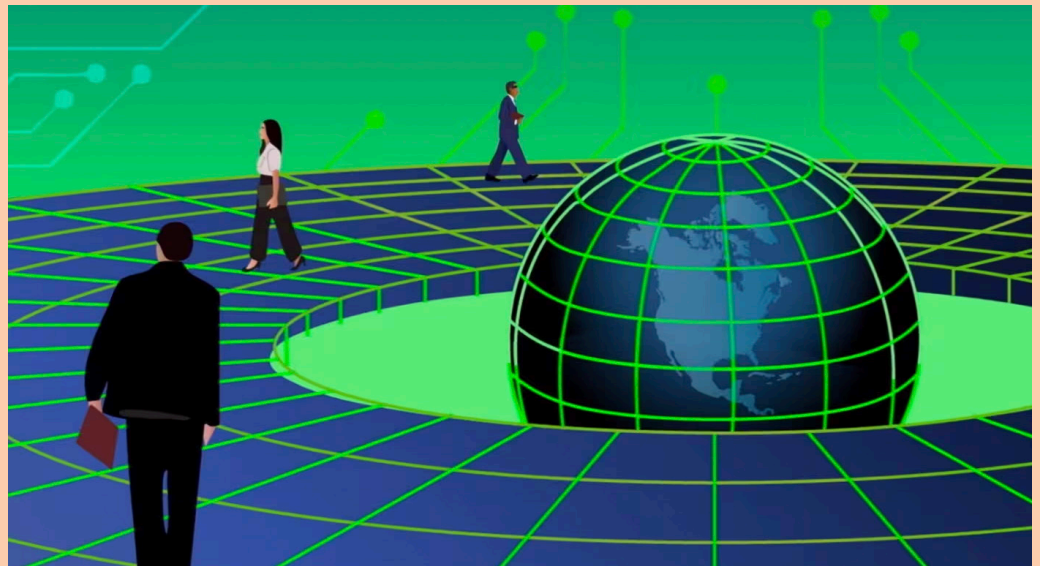
Intrapreneurs: the ‘hard yards’ that transform legal services

Work that turns pioneering ideas and tools into breakthroughs

HARRIET ARNOLD

An intensifying transformation is under way in legal services, thanks to a fresh wave of automation – notably in generative artificial intelligence.

The need for leaders within a law firm who can fuse legal, business and technical expertise was apparent to the panel of judges that selected the winner of the FT Innovative Lawyers “most innovative intrapreneur” of 2025. Such individuals can rarely point to a direct effect on revenue, but the judges set out to recognise work that is nevertheless critical to a firm’s success.



All five shortlisted here clearly demonstrated such skills, whether by assembling teams that work across disciplines or drawing up complex rules for handling data in new but secure ways.



Keith Halverstam Partner, Latham & Watkins

As global chair of the firm’s public company and board representation practice, Keith Halverstam conceived the “8-K trigger analysis tool”, which assesses if and when listed companies must disclose information on corporate events via the Securities and Exchange Commission’s 8-K form.

The tool, which automatically connects such events to the firm’s and the SEC’s guidance and generates a sourced draft analysis, was developed with Latham’s knowledge management and IT teams.

It builds on a broad shift initiated by Halverstam eight years ago to focus the practice on day-to-day governance and disclosure as a core service. This means the firm handles routine earlier work for clients, positioning it to win more complex mandates later.

Halverstam has built a team of 40 people focused on corporate governance and regulatory disclosure, who are integrated into the M&A, capital markets and litigation practices.

Today, the firm advises more than 1,000 public companies, mainly US-based, and acts as primary counsel to 400.