

ALEX TRING

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WORKFORCE STRATEGY | TRANSFORMATION | TECHNOLOGY ADOPTION

PROFILE

Senior transformation and consulting leader with more than 14 years' experience helping professional services organisations redesign operating models, improve workforce effectiveness and deliver technology-enabled change. For the past 7.5 years I have partnered with many of the world's leading law firms, working alongside Partners, COOs, Chief Strategy Officers and senior business leaders to modernise legal service delivery, embed new ways of working and deliver measurable business outcomes.

Bringing deep expertise in legal operations, workforce strategy, organisational change and technology adoption, I combine strategic thinking with practical delivery to help organisations translate business objectives into sustainable operational improvement. My experience spans operating model redesign, governance, consulting leadership and cross-functional delivery across complex partnership environments.

A defining feature of my career has been working as an embedded adviser within client law firms, leading transformation from inside the business rather than advising from the outside. Experienced in designing and leading structured pilot and transformation programmes that combine operating model redesign, technology adoption and organisational change. Regular speaker and contributor on legal operations, workforce strategy and the future of legal service delivery.

PROFESSIONAL EXPERIENCE

BigHand Ltd | Global Legal Technology Provider

Director of Operations – Resource Management Products & Services

November 2023 – Present

- Lead operational strategy and transformation initiatives for a global technology division supporting major international law firms.
- Continue to lead strategic consulting engagements supporting discovery, operating model design, organisational change and technology adoption.
- Designed structured pilot programmes and delivery frameworks.

- Advised Partners, C-Suite leaders and operational heads on workforce strategy and organisational change.
- Influenced AI-related functionality based on real-world client needs.
- Developed consulting propositions, governance models and scalable delivery frameworks.
- Acted as trusted adviser to senior stakeholders across global client accounts.

Head of Consulting – Resource Management Products & Services

December 2019 – November 2023

- Led BigHand's global consulting practice directing teams delivering transformation projects.
- Ran structured pilot phases across multiple practice groups.
- Directed large-scale implementations across multiple regions.
- Built and embedded new operating models.
- Facilitated executive workshops and leadership briefings.
- Representative clients: DLA Piper, Baker McKenzie, Taylor Wessing, Pinsent Masons, Mayer Brown, HFW, BCLP, Womble Bond Dickinson, Freshfields, Ashurst and Norton Rose Fulbright.

Senior Consultant – Resource Management Products & Services

February 2019 – December 2019

- Embedded within DLA Piper for more than nine months as part of the firm's transformation programme with firm-issued laptop, network access and building access.
- Led the establishment of a new global resource planning function while partnering directly with legal and business services teams to deliver sustainable organisational change.

IMPACT & RESULTS

- 33% reduction in attrition.
- 12% YoY utilisation uplift.
- \$3.25m recovered billable time and 7% global utilisation increase.
- \$1.4m annual Partner time savings.
- 97% reduction in allocation time.
- 62% increase in lawyer engagement.

CLIENT FEEDBACK

Partner & Practice Group Lead, DLA Piper LLP:

"Alex transformed my view of resource management... the real gamechanger was the strong relationships he built with partners and fee earners."

Chief Strategy Officer, Womble Bond Dickinson LLP:

"He really understands how lawyers and law firms operate and how to effect meaningful change."

Chief People Officer, Taylor Wessing LLP:

"Alex is an excellent trusted adviser... providing both strategic advice and practical solutions."

COO Corporate, BCLP LLP / London Chief of Staff, Baker McKenzie LLP:

"Alex is incredibly knowledgeable about the legal industry... able to build strong relationships across the firm quickly."

EARLIER CAREER

Deloitte | Resource Planning Manager

November 2017 – February 2019

- Rehired to transform an underperforming resource management team within the Audit practice, improving processes, performance, and capability.

Analysys Mason | Global Resource Management Lead

May 2014 – November 2017

- Owned global resource planning strategy across international consulting and research teams.

Deloitte | Resource Manager

December 2010 – May 2014

- Managed resource planning across multiple consulting service areas.

THOUGHT LEADERSHIP & INDUSTRY CONTRIBUTION

Regular speaker and contributor to articles, webinars, podcasts and panel discussions.

Recent examples:

Artificial Lawyer article: **How to Unlock the Real Value of Legal AI**

<https://www.artificiallawyer.com/2026/04/22/how-to-unlock-the-real-value-of-legal-ai/>

Association of Legal Administrators podcast guest: **Lawyer Attrition and Resource Management**

<https://www.alanet.org/publications/podcast-player/lawyer-attrition-and-resource-management>