



# Europe Winter General Meeting 2026

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**Nenad Stankovic, attorney at law**  
**Senior Partner at Stankovic and Partners**

# Introduction

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- This presentation outlines a proposal to develop HR management services for member firms.
- This initiative represents the first step in a series of planned projects, including the development of billing structures, the implementation of AI and IT solutions, and the creation of partnership frameworks and succession planning models.
- LNA is well-positioned to provide meaningful HR support by leveraging our collective expertise and shared experience across universally relevant HR domains.
- To ensure consistent access to the knowledge and guidance necessary for effective HR decision-making and sustained organizational growth we want to enable our members to request assistance and exchange insights.

## Which services we can offer to our members?

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- HR Strategy Development
- Recruitment and Talent Acquisition
- Onboarding and Training Programs
- Performance Management and Feedback Systems
- Career Development and Progression Plans
- Employee Satisfaction Surveys
- Team Building and Culture Initiatives

## How It Will Work in Practice:

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Receiving Requests



Forming the Team



Providing Assistance

- In the test period, which shall not be shorter than 1 and not longer than 2 years, all services will be provided pro bono (except mutually agreed). After first 2 years this issue will be revisited.

## Benefits of HR management services:

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**Enhanced Operational Efficiency**



**Attraction and Retention of Talent**



**Improved Employee Satisfaction**



**Compliance and Best Practices**



**Uniformity of the HR policies withing LNA**

# Introduction to the members and website section for HR services

- This idea, in the form of presentation needs to be communicated with the members in few stages:
  1. via e-mail information and presentation to the members;
  2. via presentation and workshop in one of the next meeting;
  3. through regular video calls in case we raise some interest.
- Assistance with various LegalTech platforms, as Platform 9 should be further considered.
- LNA should also create a dedicated section on our website to showcase the HR management services available to our member law firms.

# Examples of possible situations where HR strategy can be implemented:

## SITUATION 1.

A LNA member firm is struggling with staff turnover and unclear roles.

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### Plan:

- A team from other LNA firms with strong HR practices assists in developing a HR strategic plan, aligning the firm's growth goals with its workforce needs.
- Calls are held online to analyze the main issues.
- The team introduces a systemic list of responsibilities and targets for each role.

## SITUATION 2.

A LNA member firm wants to expand into IP law but lacks recruitment experience in this area.

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### Plan:

- Another firm in the network that recently hired a strong IP team shares job descriptions, interview questions, and sourcing platforms.
- Jointly, they create a recruitment campaign in English and local language.
- Assistance in development of the program for IP lawyers from internship to after bar exam.

## SITUATION 3.

A LNA member wants to introduce a feedback system but has never done formal evaluations.

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### Plan:

- Another LNA partner helps them implement 360-degree reviews, adapted to the firm's structure.
- A 1-hour training for managers is held online on how to deliver constructive feedback.
- A standardized evaluation form is shared via the LNA portal.



## Conclusion

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- This proposal presents a practical framework for delivering HR support to our member law firms.
- By leveraging our collective expertise and shared resources, we aim to strengthen operational efficiency and contribute to the long-term success of all members.
- All guidance will be tailored to the specific legal, organizational, and cultural context of each jurisdiction and each individual firm.

**YOUR QUESTIONS...?**