



BlindSpot Solutions

The Legal Helm Podcast Transcript

Podcast: The Legal Helm Podcast Episode 43

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Audio: [Listen to the audio on Spotify](#)

Video: Watch the video on YouTube (Coming Soon)

Introduction

I recently joined The Legal Helm podcast with Bim Dave to talk about the real “blind spots” I’ve seen across three decades in legal technology. We covered a lot of ground—from how firms often get stuck replacing old systems with new ones that do exactly the same thing, to why feature-driven RFPs rarely deliver the right outcome.

It was a great opportunity to reflect on what I’ve learned from working on both sides of the legal tech fence—vendor and consultant—and to share why planning, adoption, and change management matter far more than ticking boxes on a spreadsheet.

We also explored a topic that’s become deeply personal for me: accessibility. I spoke about my own experience living with low vision, how technology has evolved to make inclusion more practical than ever, and why firms need to think about accessibility across four key pillars—physical, digital, procedural, and cultural.

This conversation goes beyond technology. It’s about people, awareness, and creating workplaces that work for everyone.

The Conversation

Bim Dave

Hello everyone, and welcome to The Legal Helm, where we explore the evolving intersection of law and technology. I’m your host, Bim Dave, CEO of Helm360. Today’s guest is someone I’ve



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known for over two decades. David Langdon and I first worked together at Elite in London in the early 2000s, and since then our paths have crossed many times across the legal-tech landscape. With 30 years in the industry, David has worked across consulting, implementation, support, and sales—much of it on the vendor side with firms globally. He now leads Blind Spot Consulting, helping firms navigate transformation and technology adoption. He's also the author of *Beyond the Features*, a book that challenges how firms think about legal-tech procurement, and he's a passionate advocate for workplace accessibility, bringing both personal perspective and practical solutions. David, it's a pleasure to have you on The Legal Helm. Welcome to the show.

David Langdon

Thanks so much, Bim. I'm looking forward to our conversation today.

Bim Dave

To kick off, tell our audience a little about the journey that led you into legal tech.

David Langdon

It's an interesting one. I started out in CRM in the motor industry after completing a Business Systems degree in the UK. I landed a CRM role because my best friend's dad was CEO of a bus and vehicle company—then called Cowie, now Arriva—so I jumped in there.

A girlfriend moved to London ahead of me and I planned to follow. That relationship didn't work out, but I decided to move to London anyway and try my luck. I found a role at Nabarro, a law firm in London. My dad is a retired sole practitioner, so law was always in the family. I never wanted to be a lawyer, but a marketing job in a London firm felt like a great place to start. I moved in 1997, right around the time Princess Diana died—the city was covered in flowers. That's where it all began for me: legal marketing inside a law firm.



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Bim Dave

Looking back now, how would you say the legal industry has changed since those early Elite days?

David Langdon

Back then it was very much the senior-partners' lunch club. Nabarro was in Mayfair before moving to Holborn, and there were plenty of nice restaurants nearby. It was common for partners and the marketing director to take us out to talk business. You did a lot through lunches, dinners, and seminars because we didn't have today's online meeting tools. Now you and I can talk from opposite sides of the world—very different.

The old-school approach still exists in parts, but it's moved on. Clients don't want to be wined and dined in the same way. Technology and remote collaboration have changed how relationships and business development work.

Bim Dave

You've held roles across support, implementation, sales, and now consulting. Which role shaped your perspective the most, and why?

David Langdon

Sales. After Nabarro I joined Elite and spent close to 20 years there across support, consulting, implementation, and sales. Consulting and support gave me deep product knowledge and one-to-one time with clients. Sales opened my eyes to the broader industry—talking with other vendors, understanding the full legal-tech landscape, and pushing me out of my comfort zone.



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Bim Dave

You've gone on to found Blind Spot and written a book, *Beyond the Features*. Why did you feel compelled to write it?

David Langdon

I had some time on my hands and nearly three decades of lessons to distil. I've seen plenty of projects start with enthusiasm and then fizzle—often because of weak early planning, unclear goals, and little thought for adoption and sustainment.

I typed notes in Apple Notes and used ChatGPT to help structure and check consistency. Modern tools made it possible—without them, writing and editing a book would have been almost impossible for me because I'm visually impaired. The book puts those lessons on paper, acts as a conversation starter, and gives me something concrete to share. I didn't expect to sell hundreds of thousands—though that'd be nice—but the journey was worthwhile.

Bim Dave

One common pattern I see with small and midsize firms is “like-for-like” replacement—lifting the old system into a new one. Risky? How do you advise firms in that scenario?

David Langdon

It's risky. Often a system is 15–20 years old and only being replaced because it's end-of-life or unsupported. In the mid-tier—however you define that—the firm may not know what it doesn't know. They want comfort that the new system will do what the old one did, so they try to bring everything across.

In my CRM days, firms wanted to migrate every obscure data point—an industry code used six times, or a dietary field used for a handful of contacts—insisting the new system replicate it all.



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Coding those fields costs the same whether there are six records or 600,000. It's better to leave low-value legacy data behind and keep it accessible in a warehouse for reference. Modern data platforms make that far easier.

Bim Dave

Are there other common mistakes you see during selection?

David Langdon

Two big ones. First, the “feature trap”—hence the book title. Traditional RFPs come with spreadsheets of 600–700 rows: “Can your finance system create a matter?” Those checklists skew analysis toward breadth, not fit.

What matters is whether the vendor can support you, whether there's a real partnership and roadmap, and whether the product integrates with your stack. I've seen firms pick Salesforce for CRM, one product for finance, another for case management, another for research—then later ask for a single report across systems no one knows how to integrate. Modern tooling helps, but you must plan for interoperability from the start.

Second, firms overbuy. A founder in enterprise relationship management told me he refuses RFPs because his product does 10 things extremely well; a competitor “does” 100. On a checklist the competitor looks better, but six months later customers use about 10 features—the ones his product focused on. Overbuying adds cost and complexity you then have to support.

Bim Dave

If there's one lesson you want leaders to take from the book, what is it?



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David Langdon

Don't send vendors 600-row feature spreadsheets. Prioritise a consultative process. Talk directly with vendors (and involve a neutral advisor if you like), share your current-state pains, and have them walk through scenarios that solve real problems. Selecting software is one small part of a broader transformation.

Bim Dave

From an ROI perspective, framing the work as problem-solving helps define metrics you can track post-go-live. Fair?

David Langdon

Exactly. And solution selection starts long before you talk to vendors. First, understand what's working and what isn't across lawyers, finance, support—people create workarounds and don't always report problems. Map needs across the firm before you look at products.

Bim Dave

If a firm is about to replace, say, its finance system, where should it start?

David Langdon

Start with "why." Is it because you need multi-currency after a merger? More complex billing? Is it that the on-prem tech is ancient and hard to support? Do a legal-tech assessment of the whole stack and your client demands—HR/payroll, DMS, document creation, e-billing, data flows. Only then shortlist vendors. Too often the first call I'd get was, "Our finance system is 20 years old—what can you sell us?" You have to reverse-engineer the real need.



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Bim Dave

Let's switch gears to your personal journey. You've navigated your career with low vision—travelling, presenting, working onsite. What motivated you to pursue that path, given the tools you needed weren't always available?

David Langdon

I was diagnosed as a teenager with a rare form of macular degeneration. Early on it didn't impact me much—reading the blackboard took longer, reading text needed more effort—but it's degenerative. I decided I wanted as normal a career as possible and would lean on whatever technology I could.

In the late '90s there wasn't much. You'll remember helping me install ZoomText on an old Windows laptop at Elite. Back then, I needed USB sticks with the software when visiting clients—which didn't thrill their IT teams. I had to plan ahead: clear installs, allow extra time, and accept that if I magnified my screen, the projector magnified it too—great for the back row, not for motion sickness.

The difference now is huge. Accessibility is built into macOS, iOS, iPadOS, and even PowerPoint's presenter view lets me magnify my notes without changing the external display. I don't need external software on the Mac. Today, technology is advancing faster than my eyesight is deteriorating. There are still challenges—faces, name badges, signage—but there are tools, and I've chosen to embrace them and keep going.

Bim Dave

How has your lived experience shaped the way you consult?



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David Langdon

It's changed my training approach. In the thick-client days everything was in the same place; now screens are configurable. I'm much more descriptive: "Click Confirm at the top-right," not just "Click Confirm." That helps everyone.

I'm also leaning into accessibility awareness as a service—raising understanding across low vision, hearing, mobility, and neurodivergence. Over the years I've often been asked to help blind or low-vision professionals at client firms get the most from their software. I want to do more of that systematically.

Bim Dave

Accessibility often gets sidelined compared with other inclusion efforts. Why?

David Langdon

Media attention and public voice. Discussions around gender, sexuality, and race are prominent. Disability often isn't. Around 70% of people with a disability don't disclose it to their employer—past experiences or fear of stigma. Accessibility becomes a compliance line item rather than a lived priority.

Also, people equate accessibility with ramps and braille. It's broader: lighting, acoustics, wayfinding, clear signage, quiet spaces, screen contrast, plain-English content—the everyday things that let people do their jobs.

Bim Dave

You talk about four pillars: physical, digital, procedural, and cultural. Can you unpack those?



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David Langdon

Physical is the obvious—ramps, automatic doors, grab rails, lift access. Digital is websites, apps, and content aligned to WCAG: contrast, text size, keyboard navigation, and alt-text for images. Many sites fail basic checks. For a law firm, the website is your shopfront. If someone can't navigate your home page because of an auto-playing hero video and hidden menus, they'll choose the next firm. There's real revenue at stake.

Procedural is how you recruit, onboard, and run meetings: accessible psychometric testing, alternative formats, and fair assessments. Years ago I faced an online timed test with visual puzzles—like picking the odd cow pattern. Impossible for me and irrelevant to job performance. That's how you lose talent.

Cultural is the glue. It's frontline awareness—reception, events, lawyers hosting clients—knowing how to remove small frictions. Individually they're minor; together they snowball and leave someone stressed before the meeting even starts.

Bim Dave

At Blind Spot you're building practical tools to raise awareness—an Accessibility Awareness Toolkit and workshops. What gaps are these designed to fill?

David Langdon

Awareness and action. The toolkit has nine concise documents: common barriers, the four pillars, accommodation options, checklists, and quick wins. I run half-day workshops—interactive and candid—and offer onsite walkthroughs: from building entry to reception, meeting rooms, Wi-Fi, AV, kitchens. I document what I experience and show how to fix it. Many improvements are instant and low-cost: clearer Wi-Fi credentials, reception scripts, better contrast on visitor guides. If you're doing an office refit, budgeting a small amount for accessibility yields outsized returns.



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Bim Dave

Many organisations still see accessibility as compliance. How do you reframe it to highlight business benefits?

David Langdon

Beyond the website revenue impacts, think talent—recruitment and retention. Poorly designed environments and processes drive churn and lost productivity. Some estimates put the saving at several thousand dollars per employee when environments are inclusive. It's also the right thing to do.

Bim Dave

If a firm wants to take a meaningful step tomorrow, where should it start?

David Langdon

Call me for a free 30-minute chat via my website. From there we can decide if an onsite walkthrough or a workshop makes sense. You don't have to fix everything at once. Do one or two things each week. Many cost nothing.

Bim Dave

With nearly 30 years in legal tech, what's the biggest blind spot firms still have?



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David Langdon

Underestimating adoption. Firms plan, select, implement, throw a go-live party—and stop. Build a cadence of review—quarterly in year one. Don't overcustomise at go-live. Start with standard capabilities, bed them in, then iterate after six months. Vendors should push back on unnecessary early customisation. Often the new system's standard workflows already solve problems more efficiently.

Bim Dave

If you could go back to your 18-year-old self in a TARDIS, what advice would you give?

David Langdon

Take more risks. Don't be timid. Technology will keep up; it will help you. Enjoy the ride and stay open to new ideas.

Bim Dave

What's keeping you inspired outside the legal world?

David Langdon

Accessibility work, even beyond legal—hospitality, for example, has huge gaps to close. And on a lighter note, I'm in a dads' dance crew that started in 2020 at my daughter's studio. We've even won a few trophies. It's a fun, completely different outlet.



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Bim Dave

Fantastic. David, it's been a real pleasure having you on the show. Thank you for taking the time.

David Langdon

My pleasure, Bim. After 20 years of crossing paths, it's great to sit down and have this conversation. Thank you.