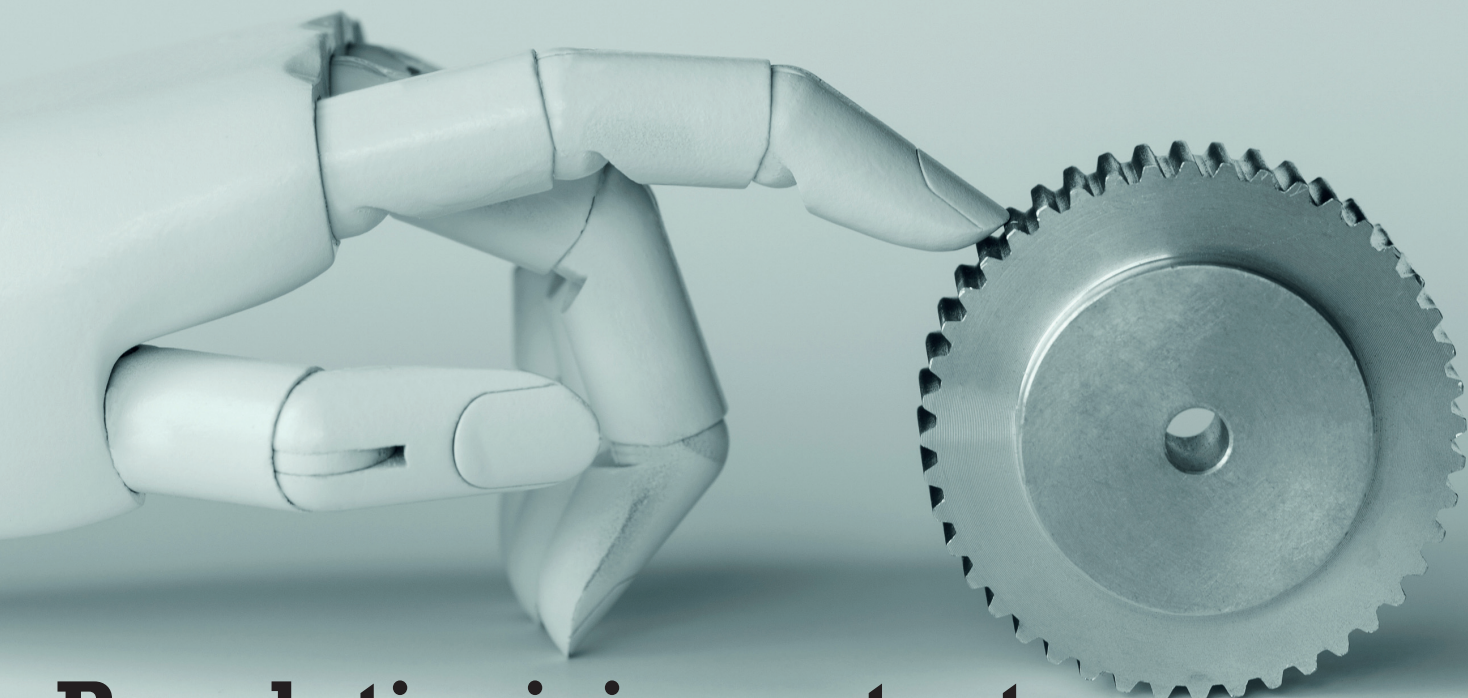


The Patent Lawyer

GLOBAL REACH, LOCAL KNOWLEDGE

www.patentlawyermagazine.com

January /
February 2024



Revolutionizing patent drafting using generative artificial intelligence... or not



Gunjan Agarwal, Partner at Fox Rothschild LLP, presents five major concerns when using generative AI for drafting patent applications, reminding us that, no matter how clever, machines will not yet replace us!



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Bank of America**

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**ASIAN PATENT
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Women in IP Leadership

Celebrating achievements and continuing
the empowerment of women



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We give special thanks to Clarivate for their dedication and support in continuing
the empowerment of women in IP by facilitating this opportunity.

This segment is dedicated to women working in the IP industry, providing a platform to share real accounts from rising women around the globe. In these interviews we will be discussing experiences, celebrating milestones and achievements, and putting forward ideas for advancing equality and diversity.

By providing a platform to share personal experiences we aim to continue the empowerment of women in the world of IP.

This segment is sponsored by Clarivate, who, like *The Patent Lawyer*, are passionate to continue the empowerment of women. Clarivate's sponsorship enables us to remove the boundaries and offer this opportunity to all women in the sector. We give special thanks to Clarivate for supporting this project and creating the opportunity for women to share their experiences, allowing us to learn from each other, to take inspiration, and for continuing the liberation of women in IP.



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At Clarivate, we connect you to intelligence you can trust to ensure an IP-empowered tomorrow. We know that bringing people together from different cultures and backgrounds, with different life experiences and perspectives, is a key driver of innovation. This is an opportunity to celebrate all talented women around the world of IP and acknowledge their work which has changed the industry to date and look forward to what they and many more women in IP will do for tomorrow.

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Gordon Samson, President, IP, Clarivate

If you would like the opportunity to share your experiences with *Women in IP Leadership*, would like to nominate an individual to be involved, or would like to learn more about sponsorship, please contact our Editor.

Priggya Arora: Founder, PA Legal

An interview: inspirations, experiences, and ideas for equality.

Priggya Arora is an engineer turned IP lawyer, and the founder of PA Legal, an IP Law firm in India.

She specializes in handling intellectual property matters related to the fields of software, electrical, mechanical, electronics, telecommunications, and robotics. She has been catering to domestic and foreign clientele from multidisciplinary industries by providing end-to-end services in the domain of intellectual property, from conceptualization and strategy building to grant, defense, enforcement, and commercialization.

She's also an avid promoter of IP-related information and runs a video podcast (The Priggya Arora Show), a live discussion (The Innovator's Corner), and an IP blog (IP Conversations) to inform people about how IP works.

What inspired your career?

Since childhood, I've been fascinated by technology and curious to learn how things operate. I initially studied electrical engineering before getting into law.

I first considered law as a career option when I had to help my father with some convoluted and confusing legal work. After struggling with it for a while, I concluded that engineers, with their attention to detail, could do a better job of managing techno-legal issues. Once I discovered patent law, a career field that combined both technology and law, there was no looking back.

How have you found the pathway to your current position? And can you offer advice from your experience?

I joined the IP field as a patent attorney at one of India's biggest IP law firms, mostly working on drafting Software-related patents. It was a well-paying, stable job. However, the lack of fulfilment always bothered me, and despite earning well and liking (and being good at) my work, I increasingly felt that life was very tiring and monotonous. I had goals of setting up my own business, but had neither the time nor energy to do so.

It was at this time that I discovered performance optimization techniques. The techniques and thinking I gradually learned allowed me to take

the impossibly large task of forming my own business in a competitive field into smaller and smaller tasks.

Forming gradual day-to-day habits has helped me generate clients, manage teams, and maintain motivation throughout my journey. It helps to take things one step at a time while keeping the overall picture in mind.

My advice to everyone is to make time for the things you really want to do. Life can get very overwhelming, especially when you are in a competitive field, but making time for the things that truly make you feel fulfilled is how you build up a better, more meaningful life.

What challenges have you faced? And how have you overcome them?

The most challenging experience of my life was deciding to leave my steady, well-paying job in order to start my own business. While my job was stable and I learned a lot doing it, I had



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It is my aim to make my organization the exact type of work environment I've dreamed of being part of – vibrant, innovative, enthusiastic, and fulfilling.

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always had a sense of not doing enough and not being fulfilled enough.

I made the decision to quit and to create an organization where people would be happy to work, which could help more people, and was more in line with my value system. This challenging experience taught me a lot. I learned techniques to keep up my motivation and manage my time. I also started to interact a lot more with people, and I've developed my interpersonal skills a lot during the making, running, and growth of my business. It is my aim to make my organization the exact type of work environment I've dreamed of being part of – vibrant, innovative, enthusiastic, and fulfilling. All of my personal development goals over the past few years have been in pursuit of this goal, and it has been the most fulfilling time of my life to date.

I've also learned, after more than four years of running my own IP-based business, that the knowledge and protection of intellectual property is very important for technology development and protection, and I've made it my life's mission to educate more people about it.

What would you consider to be your greatest achievement in your career so far?

The highlight of my career has, of course, been founding my own law firm, PA Legal.

One thing I have always wanted since I started working was to promote an inclusive, comfortable work environment. Law firms have a very competitive, stressful culture in general, and working at one can be exhausting and demoralizing.

I founded my law firm with the aim of making a working environment where everyone can feel included, motivated, and fulfilled. In the four years that I've been running my firm, I've been working hard to make sure that everyone under me feels like they are part of a nurturing environment that aspires to constant growth.

What are your future career aspirations? And how will you work to achieve them?

I've been working in the field of IP for a number of years at this point. I've prosecuted patent, trademark, and design applications in multiple jurisdictions, and been in contact with experts in technological advancement and IP from all around the world through my podcast on law, innovation, and entrepreneurship, the Priggya Arora Show.

Over time, I am becoming more and more aware of the importance of intellectual property in today's perpetually online, technology-driven world. Statistics have shown that intellectual property assets can make up to 80% of the financial assets of major tech companies. WIPO's annual report has shown that patent filings have been growing for three consecutive years. In 2022 alone, 3.46 million patents were filed globally.

Innovation is an industry that, by its very nature, is constantly growing and thriving. IP, which protects the creations made from human ingenuity, is also increasingly becoming a global necessity.

Innovations take time and effort, and inventors and technological entrepreneurs should make the most out of their hard work. Innovators can only grow and be encouraged to make more advancements if they are secure in their work and the value it produces, and they may not always be aware of the legal and business implications of their inventions. Growing my work to a point where it can help clients identify, use, and protect their work effectively, from start to end, has always been one of my most cherished ambitions. I wish for a world full of innovations and happy innovators!

What changes would you like to see in the IP industry regarding equality and diversity in the next five years?

One thing I've noticed is the economic gap between people who are aware of IP and those who are not. A lot of the time, talented innovators in the country are not aware that IP exists, or aware of the pitfalls they may fall into by not pursuing IP-related protections. I've always believed that IP education is one of the most essential requirements for economic growth, and I've worked a lot in spreading IP awareness. However, my interactions with my clients have shown me that we have a long way to go before everyone is aware of what exactly IP is and how it can protect their livelihood.

As for the industry as a whole, I think it's important for law firms and organizations to be more inclusive. Disadvantaged sections of society have less say in legal spheres than they should, and they often face a lot of invisible criticism and discrimination in the workplace. I think it's important, not just for inclusivity but for optimal human resource management, that such discrimination is addressed. One of the ways this can be done is by having inclusivity and diversity committees, as well as an open and friendly workplace that lets people address the issues they face as quickly and efficiently as possible.

How do you think the empowerment of women can be continued and expanded in the IP sector?

I think that visibility, networking, and open communication are all very important here. Women often feel isolated in a male-dominated workplace, and forming their own network of connections with other women in the field can go a long way towards empowerment and building confidence. If you no longer feel like an outlier who has to be perfect to succeed, you can be more comfortable and effective when doing your work.

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Mercedes K. Meyer, Ph.D.: Shareholder, Banner Witcoff Washington, D.C.

An interview: inspirations, experiences, and ideas for equality.

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Developing your own practice as a new partner, never having billed or marketed is daunting.

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Mercedes' practice focuses on biotechnology. She has a bachelor's degree in chemistry from Bryn Mawr College, a doctorate in virology from the University of Texas Graduate School of Biomedical Sciences at Houston, and The University of Texas M.D. Anderson Cancer Center, and her J.D. from the University of Houston Law Center (1996). She co-authored *Patent Ethics: Prosecution and* frequently lectures on the intersectionality of ethics, diversity, and mental health. She served on the AIPLA Board of Directors and serves on the Board of the Intellectual Property Owners Education Foundation (IPOEF). She has chaired AIPLA's Women in IP Committee and helped start IPO's Women in IP committee when she spearheaded the IPO Gender Diversity in Innovation Toolkit.

What inspired your career?

My godfather got me a summer job doing document review and data entry at Kenyon & Kenyon on a cookie case. Learning that I could meld history, law, and science together into a career inspired my path. Constitutional law and the rule of law fueled my passions. I wanted to be a bridge between law and science and even wanted to do "international law", which I get to do today by prosecuting applications around the world.

How have you found the pathway to your current position? And can you offer advice from your experience?

Many of the pathways I have taken arose through my involvement in the American Intellectual Property Law Association (AIPLA) and the Intellectual Property Owners Organization (IPO) as well as teaching. The best way to learn and stay updated on changes in the law is through teaching. Through these organizations, I have taught, met someone with whom I co-authored a book on patent prosecution ethics, led women's committees, and helped lead a biotechnology committee.

Being involved in legal organizations and on two boards has taught me the difficult but important "soft" skills of strategic planning, speaking, presenting, leading, leadership transitioning, mentoring, and developing goals to produce committee deliverables (not merely aspirational goal setting). I also formed a supportive network of IP friends, as well as teachers, mentors, champions, and developed clients.

I had the assistance of an executive coach who helped me to develop a business plan / strategic plan and learned to develop clients. I also read and learned a lot about management, leadership, and psychology and continue to do so. Our profession is one where we fear showing any weakness including not having a clue how to develop clients and run a business. Having a coach allows you to be completely authentic, explain your fears and dreams, and write a business plan. You are getting tutored one-on-one to learn the business aspects of being a lawyer. The process is intuitive to very few people, if any.

What challenges have you faced? And how have you overcome them?

Challenges often arrive in a manner that you cannot control. When I made partner, I was informed "Congratulations, we are going bankrupt in a few months." You learn a tremendous amount about human nature by going through a law firm dissolution. It also caused me to research why law firms fail and what the warning signs are.

Developing your own practice as a new partner,

never having billed or marketed, is daunting. In hindsight, law school fails to teach you the fundamentals of how to run a business, how to grow a team, how to lead, how to teach, how to manage time, how to run a firm, and how to stay emotionally centered.

We are not taught how to bill (or collect), how to terminate people, how to market and make rain (without feeling icky), and how to communicate across generations, genders, ethnicities, religions, geographic regions, etc. Building a team that complements your strengths and weaknesses may have been my biggest challenge because of the continuous tension between having either too much work or not enough work. Hiring before you have too much work and trying to find more work or when having too little work is a constant burden for you when you have a team that you are responsible for.

I addressed a great deal of these issues by reading books on leadership, psychology, building teams, Harvard Business Review articles, speaking with friends and mentors, researching why law firms fail, and listening to my amazing father-in-law (a former SEC lawyer) who would say "Go make rain! Stop with the billable hours - you are a rainmaker."

I have been coached for marketing, organization, and social media. I have made concessions on the types of work I do in order to have a stable marriage, better health, and to raise children. I follow the advice from Brené Brown to be humble, vulnerable, and embrace my imperfections. I remain insatiably curious to learn more about how I can do better by my firm, clients, team, myself, friends, and family.

What would you consider to be your greatest achievement in your career so far?

Starting and helping to create the Gender Diversity in Innovation Toolkit for IPO, which I would like to think is one of the reasons I received IPO's Carl B. Horton award. As women and patent practitioners, we stand closest to the problem and in the best position to assist and educate. We can uncover the root causes. We can address them. Empowering others to find solutions to the problem and teaching others to implement the tools is tremendously rewarding.

What are your future career aspirations? And how will you work to achieve them?

I want to help improve the mental health and diversity of the legal profession. Mental health, diversity, neurodiversity, and creativity intersect. If your culture has low psychological safety, there will be negative impacts on creativity, diversity, neurodiversity, and mental health which can lead to personnel turnover, harassment, and substance abuse. By making the legal profession

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Empowering others to find solutions to the problem and teaching others to implement the tools is tremendously rewarding.

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aware of the relevance of psychological safety to encourage creativity and retention, we can develop solutions to change a toxic culture.

I regularly speak on the intersectionality of ethics, diversity (e.g., generational, geographic, sexual identity, race, ethnicity, religion), mental health, substance abuse, depression and anxiety, creativity, innovation, and their relationship to psychological safety. For global companies, communication across diverse groups globally is very important and requires effort. There is no magic fix, but rather identification of root causes in your corporation, assessment of processes, 360-degree reviews of what does and does not work, instituting fixes, and repeating the process continuously.

What changes would you like to see in the IP industry regarding equality and diversity in the next five years?

I would like the legal profession to realize that equality is not compatible with diversity or neurodiversity. As individuals, we each bring a unique set of talents and data to the table. In my opinion, this unique set of talents and data an individual possesses forms who they are in a neurodiverse world. This definition of neurodiversity is far broader than the traditional one. It is that diversity of talents (e.g., how we solve problems) and data that will allow us professionally to uphold the rule of law in an equitable manner that serves all.

In the IP industry, we work with inventors and artists who may be neurodiverse and neurotypical, and we work with attorneys who are both. Being neurodiverse should not be viewed as a defect, for to do so would view such great minds as Albert Einstein, Robert Oppenheimer, Temple Grandin, Sir Richard Branson, and many others as being less. Our differences are our strengths and not our conformity.

A problem in the legal profession that I see is that we strive for an unrealistic ideal of what a "perfect lawyer" looks like. While we have made strides in the last 30 years in having more diverse individuals in law, other conditions seem to have created a more fearful culture in which we armor up and hide behind aesthetics and safe answers. We feel we have to be perfect and know it all, but cannot take any risks. If you do not feel safe to experiment with how to fix a problem, you may not be offering your client the full plurality of business answers, which in turn can economically impact a company's bottom line.

To unleash the full capabilities of a person, s/he must feel psychologically safe to think openly and freely. To lead or grow, you must take risks and make yourself vulnerable. I believe that the tension created by this dichotomy and an individual's inherent differences are the root causes

“Our differences are our strengths and not our conformity.”

of depression, anxiety, substance abuse, and even suicide in extreme cases that are currently plaguing the legal profession. It also leads to tremendous talent turnover, as the root causes also undermine a sense of community.

How do you think the empowerment of women can be continued and expanded in the IP sector?

By creating opportunities for all underrepresented individuals and creating a psychologically safe environment, we will necessarily empower women. By creating psychologically safe places to work, we will be more creative in finding solutions for our clients and innovators and to better serve them and the worldwide marketplace.

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