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## Running Toward Change: What It Takes to Lead in Today's Law Firms

Katie Langer · Tuesday, May 20th, 2025

What do you get when you mix a CPA, a marathon runner, a legal tech transformer, and the Association of Legal Administrators' 2025-2026 president? You get Travis Armstrong, and he's bringing the energy (and the hiking metaphors) to this episode of *The Mostly Legal Podcast*.

Join Rob and Amanda as they talk with Travis about his presidential theme “Climb Higher,” his 20-year journey in ALA, and how leadership often starts with getting just a little uncomfortable. Travis shares how he went from not running at all to completing five marathons (most of them his “last”), and how that same perseverance plays out in legal operations—like leading a major document management system overhaul at his firm.

From getting skeptical partners on board, to turning trusted team members into change champions, to leaning on an independent tech consultant for a smoother implementation, Travis breaks down what it really takes to lead firm-wide transformation without losing your mind (or your trail map).

Also in this episode:

- The power of showing up as a safe space in mental health conversations
- Why ALA members treat business partners like actual partners (not just vendors)
- How it feels to pass—and take—the presidential gavel (spoiler: someone's getting emotional)

If you're a law firm leader, legal administrator, or someone who just wants to lead a little better with heart and a sense of humor, this one's for you.

## About the Guest

### Travis Armstrong

Accounting suits Travis Armstrong, but he also likes variety. He's found the perfect fit as the Chief Operating Officer at ELPO Law, handling many types of responsibilities related to his chosen field that include budgeting, financial analysis, and financial reporting. Travis works with everyone at the firm to ensure that the firm is meeting both its budget and business objectives.

Outside of work, Travis is an avid student of management techniques, and lists among his favorite books "Good to Great" by Jim Collins. He previously served on the Family Enrichment Center Board of Directors and on the Board of Directors of the Association of Legal Administrators, Middle Tennessee Chapter. He also served as treasurer for Bowling Green Christian Church, and enjoys spending time outdoors running, kayaking and attending WKU sporting events.

## Episode Resources

[Travis Armstrong on LinkedIn](#)

[ELPO Law](#)

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