Briefing AI FORUM
19 June 2025 | Bird & Bird London

A deep dive into the opportunities, challenges and reality of AI in use in top-tier law firms

- *Draft day shape, subject to change*

08.00 - 08.30	**BREAKFAST AND NETWORKING** Grab a coffee and croissant, and connect with your peers!
08.30 - 08.40	**WELCOME** *Andreea Dulgheru, editor, Briefing* *Karen Jacks, chief technology officer, Bird & Bird*
08.40 - 09.10	**OPENING KEYNOTE: Roads to the future** Law firms are facing complex decisions around adopting genAI – starting with whether to buy, partner or build their AI solution. With AI evolving at breakneck speed and with eye-watering up-front investment costs, getting it wrong could be a major set-back, yet lagging behind has its own implications. Our expert speaker will consider the impact of the AI revolution on law firms' business models, and what the next iteration of AI will bring. *Drew Winlaw, partner and global large language model lead, Simmons & Simmons*
09:10 – 09:50	**LEADERS PANEL: Taking a top-down, holistic approach to developing genAI solutions** AI is different from the usual IT-led tech implementation, requiring a top-level, cross-departmental and firm-wide assessment and agreement of how the technology could benefit different teams and functions. It's a challenge that's intensified by the speed of AI development – and the acceleration of change within law firms. - Investment appetite – how much can firms invest and where should they focus their investment? - Who should lead on AI implementation roll-out? - Re-thinking team structures and developing AI collaboratively - Upskilling and re-framing skill-sets - GenAI in action – success examples *Christopher Tart-Roberts, head of lawtech, and chief knowledge and innovation officer, Macfarlanes* *Emma Dowden, chief operating officer, Burges Salmon* *Greg Baker, senior lawyer, AI & innovation, Linklaters* *Natasha Owoh, chief financial officer, Bird & Bird* *CHAIR: Elisabet Hardy, chief product officer, Elite*
09.50 – 10:35	**AI DEEP DIVE DISCUSSION SESSION:** Choose a topic and share your perspective on the strategic challenges around AI adoption: 1. **Building trust, competence and confidence** - Change management programme: the essential starting point (and what that looks like)

	- Building a culture to support AI experimentation and an AI-confident workforce - Balancing learning from failure with firms' need to offer a perfect service **2. Training the AI-ready lawyer:** - How can firms develop the next generation of lawyers' human expertise and oversight of AI-generated work when they will not have traditional learning route. **3. Communicating and engaging with clients on your AI use:** - Ensuring law firms and clients have the same understanding of AI/genAI, your firm's tech, and how it is used - GDPR, security and compliance concerns - What is your firm's approach to client conversations around pricing? **4. Future proofing exercises:** - How does your firm see genAI developing over the next few years, and what might the impact be longer term? - Using scenario planning exercises to build an AI roadmap for the future **5. Getting data and other systems AI-ready** - Dealing with disparate data sources - Approaches to dealing with unstructured data - Knowledge professionals' role in structuring data for GenAI searches – and what to do if you don't have a knowledge team? **6. How is genAI changing firms' approach to billable hour targets, utilisation and realisation?** - What's the impact on billable hour targets? - Balancing AI efficiencies with utilisation rates for junior lawyers - Will utilisation metrics shift from quantity (hours billed) to quality and value delivered? Is it driving a move to alternative fee arrangements? - The AI impact on realisation – and client trust **7. Brainstorming genAI solutions for mid-size firms:** Mid-size firms are potentially disadvantaged around AI implementation; small enough for resources to be limited, too big to be agile. How can this cohort address the challenges around adopting and implementing AI solutions? - Prioritising cost-effective, scalable solutions - Targeting high-impact use cases - Picking the right tool for the job (clue: AI isn't always the right pick for every part of a task) - Fostering a culture of AI literacy and engagement - The power of partnerships and industry collaboration
10:35 – 10:50	**COFFEE BREAK** Continue the conversation over a cuppa
10:50 – 11:20	**ROUNDTABLE FEEDBACK**

	A quickfire session to share the key points that have emerged from each table's topic discussions.
11:20 – 11:50	**CASE STUDY: CoCounsel's impact on legal workflows through Generative AI** 79% of lawyers used AI daily in 2024, four times more than in 2023. This session will delve into a detailed case study of CoCounsel, illustrating the transformative effects of Generative AI (GenAI) on legal workflows. Key highlights include: • Explore the full spectrum of GenAI integration at TLT — the successes, the pitfalls, and the evolving strategies • How TLT leverages GenAI skills in a variety of workflows today and what is coming next • Insights from our market research on the immediate and future impacts of GenAI on business models, with a focus on the growth opportunities it presents *Thomas Stone, lead legal technologist, TLT LLP* *Kirsten Maslen, senior director, commercial strategy, Thomson Reuters*
11:50 – 12:35	**PANEL: the general counsel perspective** How are GCs using genAI, and how do they see it impacting their working partnerships with law firms going forwards? What are their expectations around pricing? And how should law firms approach the changing nature of the client relationship? *Elisabeth Sullivan, general counsel, Efficio Consulting* *Henry Gardener, chief risk officer and general counsel, Markel Insurance* *Zeno Capucci, chief legal officer, Docplanner* *Chair: Sam Ruback, strategic business development lead, Harvey*
12:35 – 12:40	**CLOSING REMARKS** *Andreea Dulgheru, editor, Briefing* *Karen Jacks, chief technology officer, Bird & Bird*
12.40 – 13:30	**LIGHT LUNCH** Continue the conversation and connect with your peers over a light lunch before heading back to your desk.