

Briefing

SMARTER LEGAL BUSINESS MANAGEMENT

HOTSPOTS OF AI VALUE

How are law firms leveraging AI to drive efficiency, and where is it bringing the greatest value in legal business operations?

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Andreea Dulgheru is the editor of **Briefing**. Contact her with any feedback or ideas at: andread@burlingtonmedia.co.uk



Richard Brent is Burlington Media Group's head of content. Contact him to discuss at: richardb@burlingtonmedia.co.uk



Mark Philbrick is Burlington Media Group's commercial director. Contact him about sponsor opportunities at: markp@burlingtonmedia.co.uk

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Burlington Media Group
20 Mortlake High St
London SW14 8JN
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EDITOR'S LETTER

A I's impact on law firm operations is no longer simply speculative — it's tangible, disruptive and taking a lot of effort, but is it proving transformative?

Over the past few years, we've seen legal AI evolve at speed, both in terms of its capabilities and in the range of vendors and solutions available in the market. Along with it, so have law firms' attitudes towards AI investment. Their appetite for technology innovation has certainly remained strong. However, law firm leaders' initial hype around AI has (for the most part) been replaced by a greater focus on functionality, integration and strategic fit — and, most importantly, getting the most value out of the tools.

This special edition of **Briefing** maps the hotspots where leaders feel AI is currently delivering the greatest value — reflected in our in-depth feature and our exclusive case study in partnership with **Harvey**. Plus, several industry experts from **Aderant**, **Intapp**, **iManage**, **Litera**, **Nexl**, **LexisNexis UK** and **BARBRI** highlight other options for unlocking a hoped-for goldmine of value, and key steps to ensure AI is safely and effectively embedded in the fabric of future operations.

ANDREEA DULGHERU **EDITOR**



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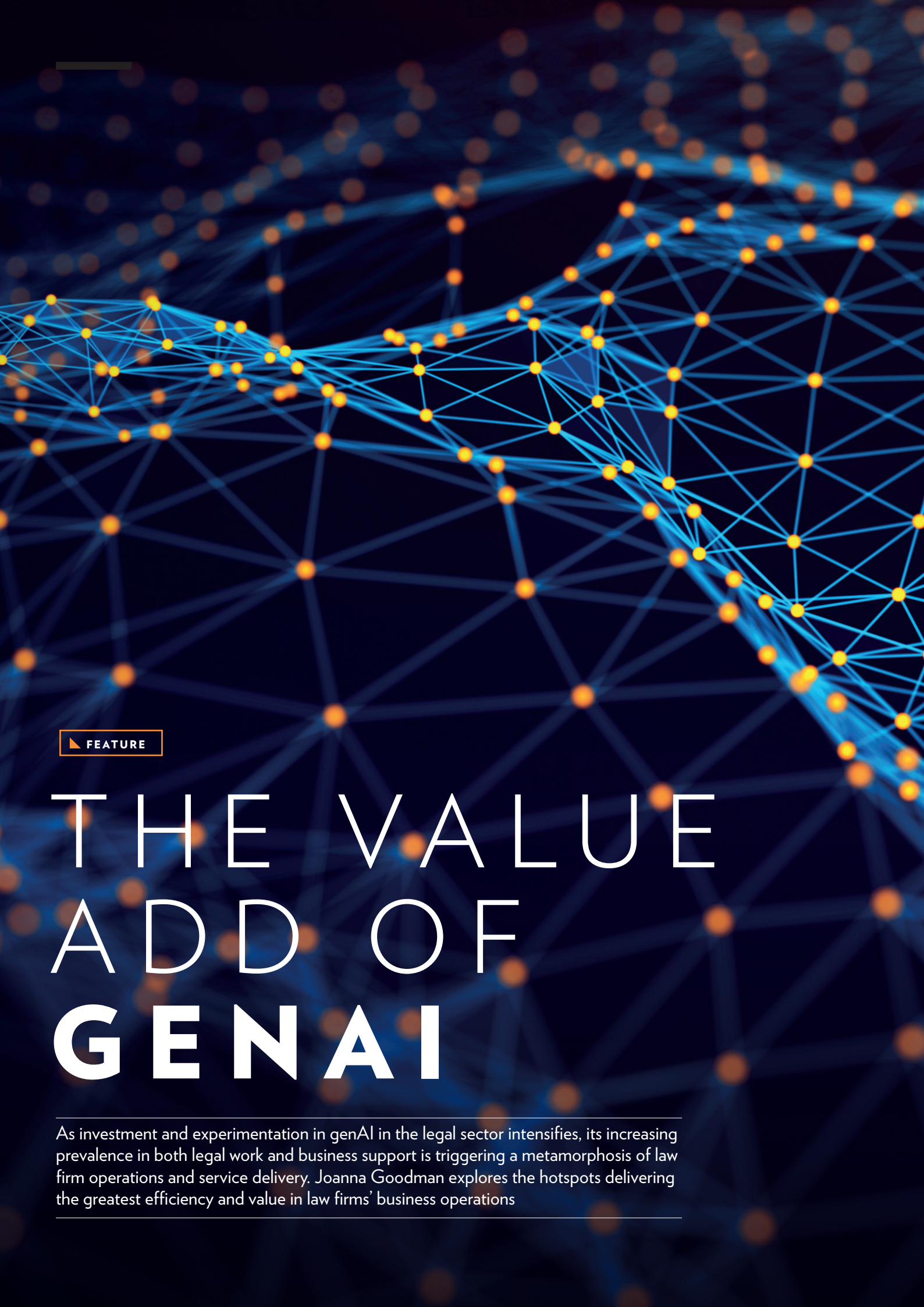
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FEATURE

THE VALUE ADD OF GENAI

As investment and experimentation in genAI in the legal sector intensifies, its increasing prevalence in both legal work and business support is triggering a metamorphosis of law firm operations and service delivery. Joanna Goodman explores the hotspots delivering the greatest efficiency and value in law firms' business operations

For nearly three years, law firms have been gearing up for generative artificial intelligence (genAI), identifying best use cases, buying and building tools and applications and driving adoption, while protecting data security and confidentiality. The thirst for technology investments seems to remain unquenched. The 2025 **Briefing**/HSBC law firm strategy and investment report found that law firms' average technology spend rose to 6.1% of total annual revenue in 2024-2025 — an increase from 5.7% in 2023.

GenAI is seeping into the fabric of law firms both on the practising side and in the business of law. Although 57% of leaders expect genAI to be used in the creation of legal product, they believe this technology to be most prevalent in internal knowledge management (cited by 73% of leaders), and marketing and business development (64%).

Implementing genAI is a major investment, so it's worth looking at the value that firms expect to gain from it. There is no question that it accelerates processes, but ensuring quality means monitoring outputs. And there is an embarrassment of choice when it comes to procurement. Real business value means moving genAI use beyond personal productivity to an intrinsic element of the firm's operations — and agentic AI may be the catalyst.

Beyond personal productivity

Most law firms use Microsoft 365, and Copilot enables people to experiment with genAI in the familiar Office environment. Although its per seat pricing makes it relatively costly, it avoids the need to invest in in-house development or major procurement.

At Addleshaw Goddard — one of the first firms to develop its own in-house genAI tool, AGPT — Michael Kennedy, head of innovation and legal technology, R&D, acknowledges that personal productivity can be a good place to start.

Addleshaw Goddard is weaving AI into legal processes and business services. He says: "We are seeing a huge number of productivity uses, with some of our top use case categories in AGPT being summarisation, drafting, rephrasing, proofreading alongside legal document reviews, standard playbooks and prompt library use."

For Bird & Bird, genAI has always been predicated on value, explains Hélder Santos, head of legal tech and innovation. "We began our AI exploration by asking how we could optimise process-driven work and deliver more value to clients, but what has emerged goes far beyond

individual productivity gains," he says. "Our lawyers are now using AI directly within documents for drafting and redlining, which is helping them reach initial views much faster — freeing us to focus on deeper thinking and problem-solving. This allows our specialised professionals to concentrate on high-value outputs where their human insights can significantly help our clients. This isn't just about individual productivity anymore — we're seeing systemic change in how legal work gets done, with AI becoming an essential part of our service delivery infrastructure rather than an optional enhancement."

At Addleshaw Goddard, Kennedy adds: "AI is helping across business development and wider business services teams with tasks such as handling repeat queries using knowledge agents, helping to draft pitch material from previous versions and examples, and identifying the right deals and credentials from existing materials. There is real appetite from these teams, and we are balancing delivering on the legal services and client-facing work with enabling our internal operational teams to enhance their services."

Bevan Brittan is still at an early stage in its genAI journey, says director of knowledge and information Rachel Roberts — and the firm is taking a value-first approach. "We have to make investments in a thoughtful way and look at what is going to give us — and our clients — the most value," she says. "So we are identifying specific use cases first, running pilots and testing, and we are still in that process."

Driving up use

Adoption is key to deriving value from any technology investment. Bird & Bird is one of the few firms using agentic AI and genAI across the business and, as Santos observes, proven efficiencies are driving up use.

"We launched our proof of concept in July 2024 across almost all offices, and engagement was strong from the start. The numbers tell the story — 81.4% of testers used the product daily or weekly, with users querying the system 100 times on average in 30 days. We transitioned to a firm-wide rollout because the value added exceeded all expectations. Other tools like Juristic, Jigsaw and Synthesia are becoming widely used, which indicates that we incorporate [genAI] into our day-to-day activities."

While there are no reports of firms making genAI mandatory, expectations are changing. Tony Randle is the director of client technology and service improvement at Shoosmiths, which hit the headlines earlier in 2025 for becoming the first major law firm to provide a financial

incentive for genAI use, linking a £1m firm-wide bonus scheme to one million Copilot prompts. Randle reports that the firm is on track to exceed this target, thanks to a wholesale adoption of Copilot – not just by lawyers.

While time savings make it easier to measure the direct business value of applying genAI to legal processes, Shoosmiths is looking at business services too. Randle explains that the personal productivity gains from using Copilot feed into departmental outcomes that translate into a direct return for the business – doing more without increasing capacity and producing (better) quality work faster. It also boosts job satisfaction, as people are seeing improvements in how they work and they get a bonus for using it. So although it isn't mandatory, it is changing the firm's expectations of people, and their expectations of one another.

He explains: "We track everybody's use, and we've exceeded the running rate needed to reach a million prompts by the end of the year. People have risen to the challenge, and now we are seeing more than 100,000 prompts a month."

Change agents

Burges Salmon also started its genAI journey with Microsoft Copilot and business services were early adopters. Now it is using Microsoft 365 Copilot's built-in agents. Eddie

Twemlow, head of technology and operations, explains: "The finance team uses Analyst, (an AI-powered assistant for data analysis), and our risk and best practice teams are looking at Researcher (a reasoning agent for gathering, analysing and summarising information) to help with identity checking." Chief operating officer Emma Dowden adds that the knowledge team is also using Researcher to produce market and sector analysis reports. Twemlow is working with the firm's legal teams on developing client-facing agentic AI workflows.

The decision to use Copilot as a genAI springboard was intentional. "Copilot is an inclusive tool," explains Dowden. "If we had started by building our own LLM, it would have felt very lawyer focused. But we all work in Microsoft 365."

Microsoft Word has proved particularly valuable for engaging users. "I would have expected Teams and Outlook to be the most popular applications for Copilot, so I was surprised by how much it gets used in Word," says Twemlow. Burges Salmon is currently running pilots of legal-specific genAI tools – including Harvey and Legora, which also have Word add-ins.

Bird & Bird is leveraging agentic AI – specialised systems that can act autonomously and with purpose to achieve objectives – across knowledge, information and reporting. "Tools, including the Microsoft stack, have brought agentic web search for real-time legal information, Microsoft Word integration for seamless drafting, and enhanced collaborative review tools," says Santos. "We're using a feature called Deep Research, which auto-plans multi-step research, reads web pages and PDFs in depth, and returns structured reports with inline citations – ideal for comparative regulation and multi-jurisdiction analysis. We're seeing the early stages of what autonomous task chains can deliver, though we're still very much in the oversight and management phase."

Kennedy shares Santos's cautious approach to autonomous agentic processes. "We have research coming out soon that has an example of using an agentic workflow to codify a diligence review and get really good results. But the work that goes into these workflows is still high." He adds: "There is always going to be an element of 'lawyer in the loop' for this work in order to ensure appropriate quality control and risk management, and keep clients comfortable with it."

Shoosmiths is using the Microsoft platform to build AI agents for business services. Randle says: "We are building agents to create thought leadership, and disseminate it so that it reaches the most relevant people. It's not anything that a human can't

do, but doing it with a machine can be quicker and also more consistent, and we make sure there is a human in the loop."

Other AI agents are used in risk management to support firm-wide policies, he adds. "If I want to find out our policy on a particular topic, I go to the agent, which will not only give me an answer, but also direct me to that [part of the] policy. It means I can get the information without bothering our risk and ethics team. We've set up similar information agents for HR, which has a massive number of policies in any organisation."

In addition to Copilot, Bevan Brittan's current pilots include Orbital and Orbital Copilot for housing finance work involving large property portfolios. The firm is also exploring the potential of agentic AI to automate some processes and link them together. However, measuring the value in terms of increasing margin on this type of work is complex, because automation also requires quality control,

"Some clients have changed their terms to encourage the use of AI because they want us to harness it to create value for them."

Jo Cooper, global head of marketing and BD operations, Simmons & Simmons



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explains Roberts. “While some genAI products come with indemnity cover, we have to show reasonable care, so we need a quality assurance system that our insurers are happy with.” In this respect, she works closely with Peter Rogers, the firm’s director of risk.

GenAI partnership potentials

Cost is a key component of value, and there are questions over whether the growing number of partnerships between legal genAI players is helping firms invest wisely or increasing the cost of innovation.

Kennedy says: “Assessing the market right now is very hard. If you can create a shortlist, run some pilots and then pick something that works for you at the right price point, that is enough — you don’t need the perfect or the best AI tool. You just need one that works for you and generates actual value,” advises Kennedy.

Randle at Shoosmiths agrees. “No law firm can see every supplier that approaches them. We are focused on identifying the workflows or business areas where we think technology will make the biggest difference to us, and then we go and find suppliers.”

For Santos at Bird & Bird, a key principle is to involve lawyers from the outset. “What sets successful legal AI partnerships apart is understanding the profession’s specific risk tolerance and operational requirements,” he explains. “Our clients consistently raise concerns about the confidentiality and privacy implications of platform use, as well as whether it affects the underlying models, and they require legal reassurance. Our experience across multiple platforms and development partnerships positions us uniquely to guide clients through this complex landscape.”

Champions league

GenAI champions help drive adoption and add value, and it’s positive that business services are leading the way. At Burges Salmon, a network of digital champions in a variety of roles and seniorities is driving engagement across the entire business.

Simmons & Simmons has its own in-house genAI tool called Percy (named after the firm’s co-founder), and it has established a comprehensive network of AI champions from across the firm. The marketing and business development (MBD) operations team, led by Jo Cooper,

finds ways to use genAI to boost the relationships and revenue that drive the firm’s growth.

The firm’s global client programme lead Camilla D’Arcy also highlights initiatives to strengthen AI fluency across MBD. “We developed a prompt library for MBD operations so that people can see how Percy and Copilot can help to create efficiency and drive value into client relationships. At our regular AI champions call, we set baseline expectations around AI adoption, focusing on where it is adding value. Another standing agenda item is profiling interesting use cases — for example, we asked Percy to draft a piece of writing in the tone of a particular journalist.”

This creative approach to genAI is shaping client expectations and engagement too. D’Arcy, is seeing an increase in clients wanting to understand how AI is used by the firm to deliver work product more efficiently and offer potential savings. Cooper agrees: “Interestingly, some clients have changed their terms to encourage the use of AI because they *want* us to harness it to create value for them,” she says.

“What sets successful legal AI partnerships apart is understanding the profession’s specific risk tolerance and operational requirements.”

Hélder Santos, head of legal technology and innovation at Bird & Bird

Simmons & Simmons’ MBD function uses genAI across a range of use cases. These include asking AI agents to scan markets and sectors for themes and trends related to particular clients’ businesses, summarising client financial results to assess how business performance might impact legal spend, and the ability to cascade those insights quickly to global teams. Other use cases include preparing for meetings, and drafting agendas, speaking notes and slide templates. GenAI is also used for data analysis, drilling into revenue information

and how different product and service lines are performing, and cross-referencing that information across multiple clients to highlight potential opportunities.

Cooper has been using AI to clean up the firm’s underlying data. “One big project explores the different ways we use pitch data, for example to create case studies that you could include in a pitch, or rewrite in the first person to bolster a CV. Thanks to AI, we can capture information and repurpose it in different ways.”

Measurable use cases

Simmons & Simmons is measuring genAI usage, with the goal of making it part of everyone’s daily life, and MBD is prominent on the firm’s leaderboards of top users.

Cooper says: “Externally, we have metrics that show cost

savings where we are using it for clients.” D’Arcy adds: “Examples include automating the production of 1,360 documents for a financial institution, which saved 700 hours of work and saved the client about £150,000. And our non-disclosure agreement (NDA) agent is accelerating NDA production and sign off, and across the board that has demonstrated cost savings of up to 60%.”

Kennedy says Addleshaw Goddard measures genAI impact in different ways, including: “surveys on usage and anecdotal evidence about use and experience, harder time recording-based stats and reporting, and specific examples for matter types like due diligence and investigation type work.”

Santos at Bird & Bird cites use cases across multiple areas, including “document interrogation with precise references, email drafting, translations while keeping formatting intact, comprehensive summaries, timeline generation from document sets, key term extraction from bulk agreements, document comparison across various formats and contract review assistance for drafting and negotiating specific clauses.” In terms of direct value to clients, he observes that “many clients prefer accessing genAI through external law firms rather than direct procurement – it’s easier to justify higher legal invoices than new software budget allocations.” This creates an opportunity for firms to position themselves as AI implementation partners, he believes, and bridge the gap between general AI tools and legal-specific applications.

Bevan Brittan’s approval process for investing in technology includes identifying key performance indicators (KPIs) for each initiative. “Measuring use is not enough,” says Roberts. “There are all sorts of considerations for introducing technology, but it can’t be because everyone else is doing it. The key message at our recent partners’ conference was ‘serious business solutions for serious business problems’ and everything we do has to reflect that,” she says. “So value can’t be just financial, and might include helping people do more or better work without getting stressed. Ultimately, we can only do things if we can afford them, sustain them and use them to deliver something extra. We are looking at tools that fit our use cases – real-world applications, not just what Microsoft have in their bundle.”

“I think we’ll see the rise of the legal business professional. The focus is going to be on offering a more holistic service, and clients will value that.”

*Emma Dowden, COO,
Burgess Salmon*

Time and money

The genAI value dilemma relates to the perennial issue of legal services using time as a measurement of value, and genAI’s potential time-saving advantage. However, this doesn’t necessarily apply to business services functions, which are not tied to billable hour targets.

The clash between the billable hour and time savings genAI promises is a fundamental risk to law firms, notes Dowden. “Historically, law firms have bought technology products because they save time and create efficiencies, but if investing in agentic AI is going to save large numbers of billable hours, firms have to think about how to recover that lost revenue.”

While Burgess Salmon tracks adoption closely, when it comes to assessing the value of genAI, Twemlow explains it’s still too early to gauge whether Copilot is taking cost out of the business – although the firm is already seeing overall productivity benefit in terms of managing workloads and reducing backlogs.

Dowden thinks the solution is a shift away from the time-based model towards multidisciplinary, value-based legal service delivery. “It isn’t just about understanding the law and applying it in different contexts; it’s about taking a more holistic approach,” she adds. “Often the legal advice itself isn’t a differentiator, so how do you measure service delivery? I think we’ll really see the rise of the business professional – the

innovation teams, the legal engineers, the data scientists, the pricing experts – it’s going to be a more holistic service, and clients will value that.”

Finally, Randle references a comment by the Master of the Rolls Sir Geoffrey Vos in 2024, when he suggested that it will soon be negligent *not* to use genAI. “AI may or may not be more accurate, but it is more consistent; it allows you to analyse more data faster which gives your insights as a lawyer more value. The test of negligence depends on what a consumer of legal services can expect as the industry standard. I have seen just how powerful genAI can be, and how it can improve the standard of client service. And if in future clients expect that higher standard and don’t get it, that’s potentially negligent,” says Randle. “Ultimately, adopting AI in law firms is not a lifestyle choice” – even for business services. ▀

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INDUSTRY CASE STUDY

MODELS OF VALUE GROWTH IN PROCESS

Lewis Silkin outlines how it sees time savings emerging from early experiments with legal-specific AI platform Harvey likely scaling to more widespread work process reengineering

In February 2025 Lewis Silkin offered access to the generative AI platform Harvey to professionals right across the firm as an option for improving their personal productivity with technology.

This followed significant piloting in 2024, which chief technology and operating officer Alex Bazin says gave the firm confidence — via several use cases — that specific examples of value could be mirrored in other parts of the firm as the technology continued to change what could be achieved. “We’re still experimenting, while simultaneously embedding the value we uncover strategically,” he explains. “Both the models and thinking are improving all the time, and it’s now clear

we can apply AI to some tasks we just didn’t think possible in the early days.”

One example that paved the way was creating chronologies for employment investigations. Manually time-consuming, Bazin says, it’s also something that can be subsequently validated. Each source reference is traceable to guard against hallucinations.

Likewise, lawyers can extract and validate key clauses from sets of contracts. He continues: “Real estate lease reports can run to hundreds of pages, but context windows of early AI models were too small to process them — the documents had to be divided such that they lost coherence. Now you can upload much longer documents with reliable results.” Essentially, models are

increasingly capable of handling reference points — and they also have more knowledge sources to scour. Bazin says: “The number Harvey can access has hugely increased in recent months. You don’t rely on the model to know the law — you can rely on Harvey to surface the right resources and data.” The overall value amounts to these two factors combined.

Equal opportunity to engage in efficiency

While continuing to experiment, however, Bazin stresses it’s also a matter of identifying specific steps AI is placed to support within a process. Perhaps it’s something as simple as a ‘human’ summary to top a particularly complicated piece of boardroom advice — which Harvey might help a lawyer to produce in a fifth of the time. “This is more than marginal gains,” he says. “That’s a meaningfully valuable piece of the work, which would otherwise take more time. And not only is the process more efficient, the quality of the work product may also be better.”

How then to spread such accruing benefits across a firm with universal access and embed new benchmarks of best practice?

“It’s more than a technology project,” says Bazin clearly. “The knowledge lawyers are front and centre, and each practice group has a leader to roll up the collective experience.” These then share perspectives with one another, and each group ultimately has a handy guide to use in training. “We encourage people to experiment, including with time codes, but then people do have to choose to use it in their day-to-day work.”

The approach was informed by Lewis Silkin’s work mix leaning more to the advisory. “This doesn’t mean there’s no consistency in factors for AI to work on, but use is perhaps more subtle than in a more transaction-heavy practice,” explains Bazin.

Connected, he’s also mindful of meeting people’s

different learning styles. “Some lean in more proactively, or are naturally more hesitant, than others in a very fast-changing environment where there are suddenly options. It’s not a generational divide, but unlike in some technology rollouts it can’t be one-size-fits-all — you need to engage differently to give people confidence to make the decision to adopt.” As a result, Lewis Silkin has more people supporting with signposting and guidance than might otherwise be the case.

But all seniorities in the legal ranks and the firm’s business teams have the right to access. It’s an approach that was backed by its joint managing partners, and the business development team is another group using Harvey widely.

“You can enter house-style and firm brand guidelines to set and share a standardised tone of voice — useful in pitch documents and projects like document submissions that need a level of consistency,” explains Bazin. An enterprising member of the IT team also uploaded its technology-support documents for convenient chat-based interrogation.

“More than anything, successful deployment depends on having highly engaged users — team-led rather than imposed top-down. They understand the work and they’re the ones that will incubate the new use cases.”

Go with the workflow in future

He can see another level of consistency again is likely to come with the latest ‘Workflow Builder’ functionality — something that should also help adoption by simplifying how people can engage. “They won’t necessarily need to remember or find the specific prompt or process,” he says — a potential barrier leading to the more manual route followed for so long. “It all helps to reduce cumulative cognitive load on busy people who don’t necessarily enjoy the experience of playing with the latest shiny tech. You can also tune user profiles, and Harvey will recommend workflows and information resources — all within Word, where lawyers want to work.”

Success will absolutely be measured — although again, more complex than in some other technology projects — first by consistently growing adoption, then focusing on the embedded process-efficiency gains and improved client outcomes. “The use cases will keep coming — and this wouldn’t need to save much time per person every year to pay for itself,” Bazin concludes. He’s confident points of value will continue to prove themselves out over time. 

“We’re still experimenting, while simultaneously embedding the value we uncover strategically. Both the models and thinking are improving all the time, and it’s now clear we can apply AI to some tasks we just didn’t think possible in the early days.”

Alex Bazin, chief technology and operating officer, Lewis Silkin

 For more information, visit: harvey.ai

INDUSTRY INTERVIEW

CASH IS AI BUSINESS CASE KING

Chris Cartrett, CEO at Aderant, says law firms are more eager to introduce genAI for operational advantage, and there's no better place to start proving value to all than the back-office business of turning work completed into prompter payment



Between a fifth and a quarter of new conversations Aderant is having with law firm customers now concern an aspect of its rapidly growing AI toolkit focused entirely on optimising the business of law, says the company's CEO Chris Cartrett.

It's a dramatic shift from the situation even a year ago. "We've poured huge investment into improving the efficiency of firms' work-to-cash performance in the back-end — all the complex processes that connect to how fast firms are paid — and can see the impact will be enormous," he says. "It's so workflow-driven, but with so many manual elements, and firms are now really leaning into this chance to change."

A period of understandable nervousness about the implications for valuable firm data has passed, he explains. "There is the understanding that it won't be training an AI model in the process." Rather there's ample space for AI to support the multi-faceted risk-management effort, no less than broad transformation of business management efficiency that will benefit all.

"The ultimate financial impact of higher realisation stems from staying compliant with all the rules in place for any client relationship — bills going out must align with the expectations set out in the engagement," Cartrett explains. "Firms can really reduce levels of rejections, write-downs and other challenges in parts of the billing process, using AI to lower the likelihood of human error."

It also maps to firms increasingly looking to AI to power up lawyer productivity and sharpen competitive edge on all sorts of work types. "A very large and traditional global firm even acquired an AI business. They needed the talent on the team and saw an opportunity to innovate their client experience," Cartrett observes.

A future of process autonomy

Aderant has 11 applications with some genAI component today — from iTimekeep to help lawyers to capture accurate data about billable activities, to Onyx for managing that continuous compliance with changing outside counsel guidelines (OCGs) in the final bill. In August 2025 it acquired the legal business assets of HerculesAI — bringing additional features that feed real-time compliance, audit and analytics around these potential process bottlenecks, as well as considerable data-science talent to fuel engines of future transformation.

Cartrett says: "The number one goal for us all is truly automated, autonomous management of work-to-cash — from time recording to collection — where an individual working at the firm is freed from manual parts of process and can ultimately monitor what the system is doing."

However, this end-to-end flow of efficiency is only possible through a unified platform that enables an integrated, consistent experience across the toolset.

"The number one goal for us all is truly automated, autonomous management of work-to-cash — from time recording to collection — where an individual working at the firm is freed from manual parts of process and can ultimately monitor what the system is doing."

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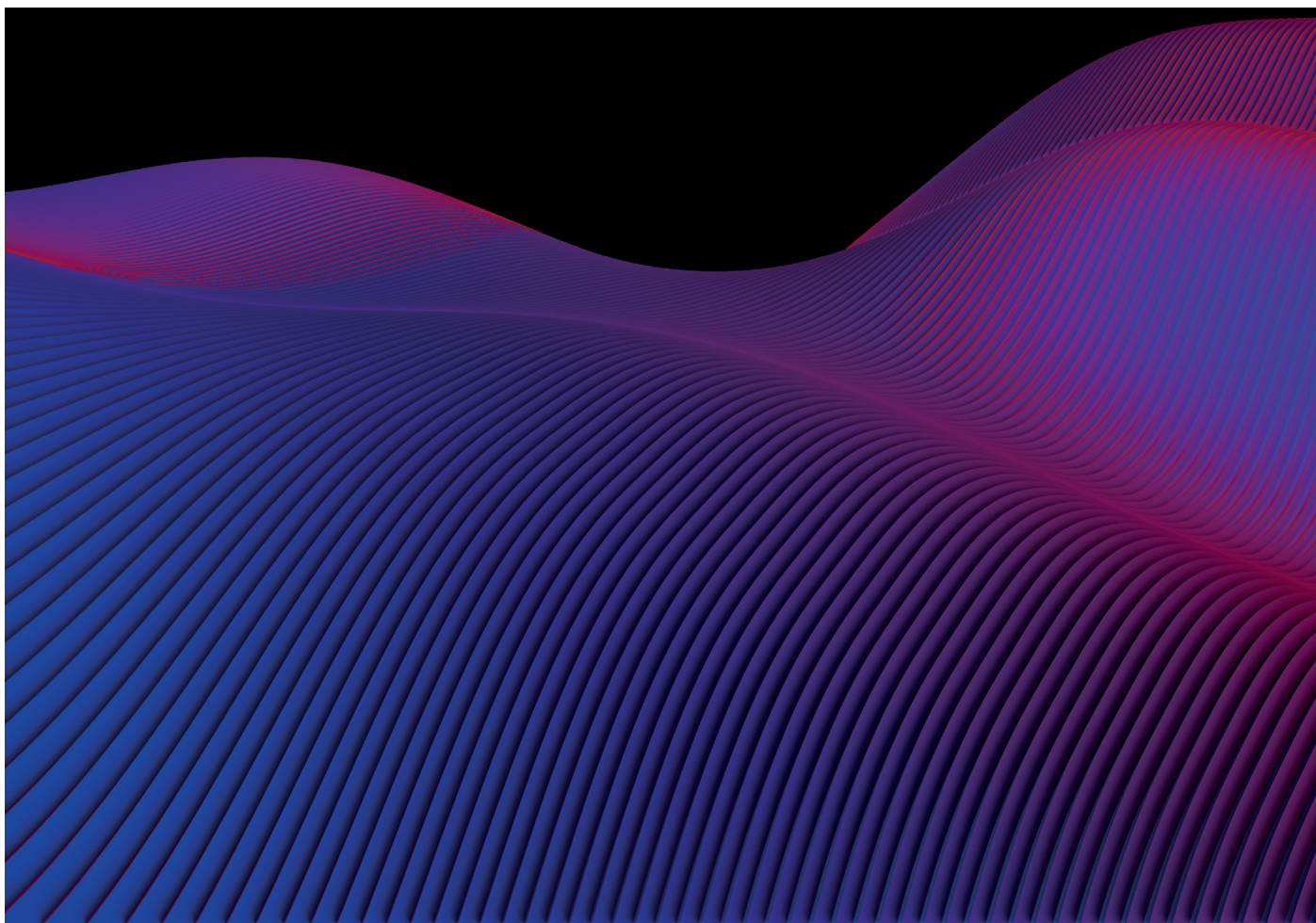
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"A firm's data is also such a valuable strategic asset, it must be organised for access by any route — their own data lake, an Aderant application, or other source," he says. The Stridyn platform is designed to meet both these visions of more agile legal business management — and comes with scalable and customisable dashboard analytics to help people make more validated data-driven decisions.

Meanwhile, AI-powered 'virtual associate' MADDI can call on this wealth of information to answer individual natural-language queries, with context, about firm performance across multiple financial activities.

"After ChatGPT a genAI component to ask questions of your data is simply expected in the toolkit — every application will have one before long," Cartrett observes. And Aderant clearly won't be late to that party. For example, in recent new releases for accounts receivable and the general ledger, an 'askMADDI' window will pop up through which people can call up core management information to inform a task in the moment, avoiding the time-consuming need to turn around a whole report.

Approach with openness and education

But while momentum is clearly behind the genAI juggernaut across sectors and services, law firms are

starting to focus in on the final return on what are unavoidably heavy investments. For lawyers delivering client service this often still centres on how any individual chooses to adopt and adapt — whereas applications on the operational side of a law firm's work may enjoy a natural advantage, says Cartrett: "With a more transactional, repeatable process, there's a slightly clearer picture of the change in business performance over time to assess the value — for example, fewer rejected bills to handle than before."

Aderant also ensures it stays open to how other technologists' AI strategies are evolving, as a poor integration can frustrate the pursuit of value whether in bottom line or business user experience. "As the core financial system, the foundation of the business, there's a responsibility to make investments and decisions that help to lift and empower everyone," he concludes. Alongside educating the market on how it simply must find ways to react to fast-changing options for technology-driven service without a climate of fear — really a cultural mission — as an AI race to push, pivot and remain ahead clearly intensifies, it's currently a responsibility he takes very seriously indeed. ▀

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INDUSTRY INTERVIEW

INVEST IN FIRM FOUNDATIONS FOR AN AI-CENTRIC FUTURE

With fee earners already using AI, firm leaders face a choice: let adoption continue unsupervised — or set the foundations for safe, strategic impact. Richard Bowes at Intapp shares how firms can take control

AI adoption is surging inside law firms — but much of that activity remains uncoordinated, driven by individual, unauthorised experimentation rather than firm-wide strategy.

A 2025 technology perceptions survey from Intapp shows just how fast adoption is moving: nearly three-quarters (72%) of fee earners at professional services firms now use AI at work, up from under half (48%) in 2024. Strikingly, 82% believe the quality of AI's output matches their own.

Despite the uptick in AI use, just over half of firms have adopted it — and half of fee earners admit they're using unauthorised AI tools.

It's not too late for firm leadership to regain control. By introducing AI through a strategic framework, firms can minimise risks, safeguard compliance, and capture the full productivity gains AI promises.

Not sure where to start? The key is preparation. As Richard Bowes, senior compliance growth director of incubation and AI at Intapp, says: "Achieving firmwide adoption of AI that capitalises on its promise is very achievable with the right foundational work."

That work includes creating appropriate use policies, establishing guidance to get the very best out of AI, and implementing oversight to manage compliance effectively. But Bowes believes the best place to begin when introducing such significant change is to set



appropriate expectations and provide training.

"That includes administering a certain dose of realism — that

AI isn't going to replace 40% of your day's work — and training users on effective prompting," Bowes says. "There's an evolution that needs to occur, and part of that is helping people to understand how to work with AI."

"Another initial step for firms to get right is ensuring that appropriate data grounds their AI. Firms need to review and set permissions for different data so AI can't access data that's confidential or comes from clients who don't want their data used to train AI models."

Intapp Walls helps firms to establish and monitor permissions, centrally securing access to sensitive client data. It recognises which information belongs to which client, matter or office, and applies the right access rules automatically.

"These capabilities are more relevant than ever to ensure AI only pulls from the intended resources," says Bowes. "Old rules of document management don't work for the modern era."

He believes it's also essential to establish efficient firm processes for risk and compliance teams. Automating and applying AI to poorly designed or undefined conflicts and compliance processes could exacerbate inefficiencies rather than resolve them.

To address these challenges, firms need both the right frameworks and the right technology partners. Intapp supports firms in laying the groundwork for successful AI adoption through its advisory work, customised implementations and the Intapp Data Foundation, which encompasses Intapp's comprehensive approach to AI, integrations and data management. The Intapp Data Foundation enables seamless data flows between firm systems, third-party sources and Intapp products. "The user doesn't want to work with 21 different

data sources, or 21 AIs — they just need one pool of high-quality data that produces the right answers," says Bowes. "By integrating all your firm's data, the Intapp Data Foundation creates that one source."

From strong foundations to real-world impact

But building a single pool of reliable data is just the start. The real payoff comes when firms apply AI to that data in practical ways — from quickly surfacing client insights to streamlining compliance with client terms.

For example, by using the Intapp Assist genAI chatbot Ask Intapp, fee earners can get immediate answers to their questions about client terms, timekeeping and billing trends — all within Microsoft Teams.

In addition, Intapp Time automatically flags time entries that conflict with client terms, indicating which narrative terms should change. "Non-compliance with a client contract can be prevented in an instant," observes Bowes. "This prevents revenue loss and builds client trust."

These are just a few examples of how Intapp helps its client firms to implement AI to improve the entire client lifecycle — from business development to billing.

"I've seen the benefits of this comprehensive approach first-hand," says Bowes.

"Firms that trade scattered experiments for a clear, end-to-end strategy unlock AI's true value." ▲

"There's an evolution that needs to occur, and part of that is helping people to understand how to work with AI. Another initial step for firms to get right is ensuring that appropriate data grounds their AI."

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INDUSTRY ANALYSIS

CONFIDENCE WINS OVER HASTE

Adopting AI in a law firm demands more than just novel technology — it requires a fundamental shift in mindset, robust groundwork and well-defined objectives to build confidence among lawyers and deliver the desired results long-term, highlights Paul Walker, senior director of solution outcomes at iManage

Many legal firms today fall into one of the most common trip hazards that groundbreaking new technologies pose: treating AI as a novel tool with exotic functionality instead of the sector's most profound change management challenge.

Bringing AI into the firm requires more than an invitation, or even a mandate to use a new technology. Successful application demands a fundamental reappraisal of how lawyers approach their profession.

Confidence will be key for AI adoption

Legal work demands a high level of cynicism, and whatever commands a lawyer's attention costs the firm or their client money. To give lawyers confidence that

the benefits of AI adoption will outstrip perceived investments in both time and effort, firms must ensure three things:

- 1 **The outputs are clearly defined.** That means communicating intended use cases and giving lawyers evidence that using AI will deliver measurable results. Evidence engenders confidence.
- 2 **Adoption is a smooth process.** If a new AI tool takes too much time, using it feels counterintuitive or the results are disappointing, it is more likely to be ignored than adopted.
- 3 **You have a stable data foundation in place.** This ensures you get the highest-quality output from AI.

Unfortunately, these vital first steps are routinely neglected as firms race to implement generative AI (genAI) without defining the problems it's supposed to solve and setting the parameters for success. IT teams and AI committees are then tasked with rolling out solutions for lawyers without anyone doing the necessary pre-work to meet the desired outcomes.

When these teams and committees ask focus groups of legal professionals to share their biggest pain points or what they want AI to do for them, they quickly learn that the participants have more questions than answers — because the foundations for building AI confidence have not been properly installed. If this disconnect between tech teams and legal professionals remains unresolved, progress towards AI adoption will effectively stall.

AI will support lawyers, not replace them

If firms want to build confidence in AI, they also need to make it clear that AI tools aren't here to replace lawyers. With whisperings of an AI job apocalypse on the

horizon, it is critical to demonstrate that the technology's purpose is to remove or automate thankless grunt work, not to have large language models perform lawyers' higher-level tasks.

Settling these nerves requires a coordinated attack on repetitive and labour-intensive work. According to Clio's latest Legal Trends Report, up to 74% of hourly billable tasks (such as information gathering and data analysis) could be automated with AI. The time given back using automation could be spent on servicing additional clients to generate more revenue, doing more pro-bono work that lawyers care about, or even improving work-life balance. Prioritise outcomes that rally the support of your legal team, and they'll willingly accept the challenge.

Beyond productivity: the human dividend

The case for introducing AI into the legal profession is often framed around productivity: more output, less effort. But there's a deeper value proposition. By providing faster access to better answers, AI can help lawyers accomplish several goals at once: give back time, improve work quality and reduce burnout.

Adopting AI tools can also enhance firm culture by removing information bottlenecks — thus freeing siloed knowledge and enabling more equitable access to institutional expertise. When strategically executed, AI gives professionals the confidence to share knowledge more easily, simplifies collaboration across teams and offices, and promotes a stronger sense of purpose and belonging.

Momentum can be lost, however, if users don't feel these gains within the first few weeks of implementing a new tool or process. Effective change management in the form of education, support, and establishing a clear narrative about what the AI does and how that helps them — as well as what it doesn't do — encourages deeper, more widespread adoption.

AI in law is no longer a thought experiment

It's happening now, with global firms like Ashurst stating that 60% of their workforce use AI in some form every day. While some firms continue to play around at the edges, others will go all-in, and the chasm in confidence between the two groups will widen exponentially. This is an area of technology where law firms' cautious approach to change can override the so-called 'first-mover advantage'. Those who adopt AI the best, rather than first, will see the most benefits. ▲

“Bringing AI into the firm requires more than an invitation, or even a mandate to use a new technology. Successful application demands a fundamental reappraisal of how lawyers approach their profession.”

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INDUSTRY INTERVIEW

BUSINESS DEVELOPMENT'S SECRET WEAPON

AI can bring serious benefits to business development in law firms, yet much of its power remains largely untapped. Philipp Thurner, CEO at Nexl, highlights how AI can empower firms to shift gears towards proactive, data-led business development and strategic growth

For years, law firms have been experimenting with AI and generative AI in the search for the best use cases to maximise efficiency and productivity. And yet, the focus has been primarily on how this technology can benefit the practice of law, while the business side is often left behind — and with it a big area of opportunity to drive growth, notes Philipp Thurner, CEO at Nexl.

“Using this technology for lawyers is high-risk, brings many complications and cannibalises their business model, since they charge by the hour. In comparison, using AI for the business of law has a much lower risk, and it’s easier to implement — and yet firms are still not doing it. They are missing out a great opportunity.”

AI's value in data-led business development

Marketing and business development (MBD) teams in law firms often operate reactively — responding to lawyer requests rather than driving proactive firm-wide growth strategies. Thurner believes this is where AI can deliver exponential value. “AI can automate the manual work that keeps MBD teams stuck in execution mode,” he explains. “But more importantly, it can surface insights that empower them to lead strategy, not just support it.”

In Thurner’s opinion, the biggest area of opportunity is AI’s potential to compile, analyse and use data to support business development, given the technology’s ability to turn unstructured data into something usable.

At the core of Nexl’s vision to elevate the business of law is helping firms convert unstructured data into actionable intelligence. The Nexl Growth Platform automatically captures and organises relationship data across emails, meetings and external sources — eliminating the burden of manual CRM entry.

“AI can take over the usual form filling you have to do to

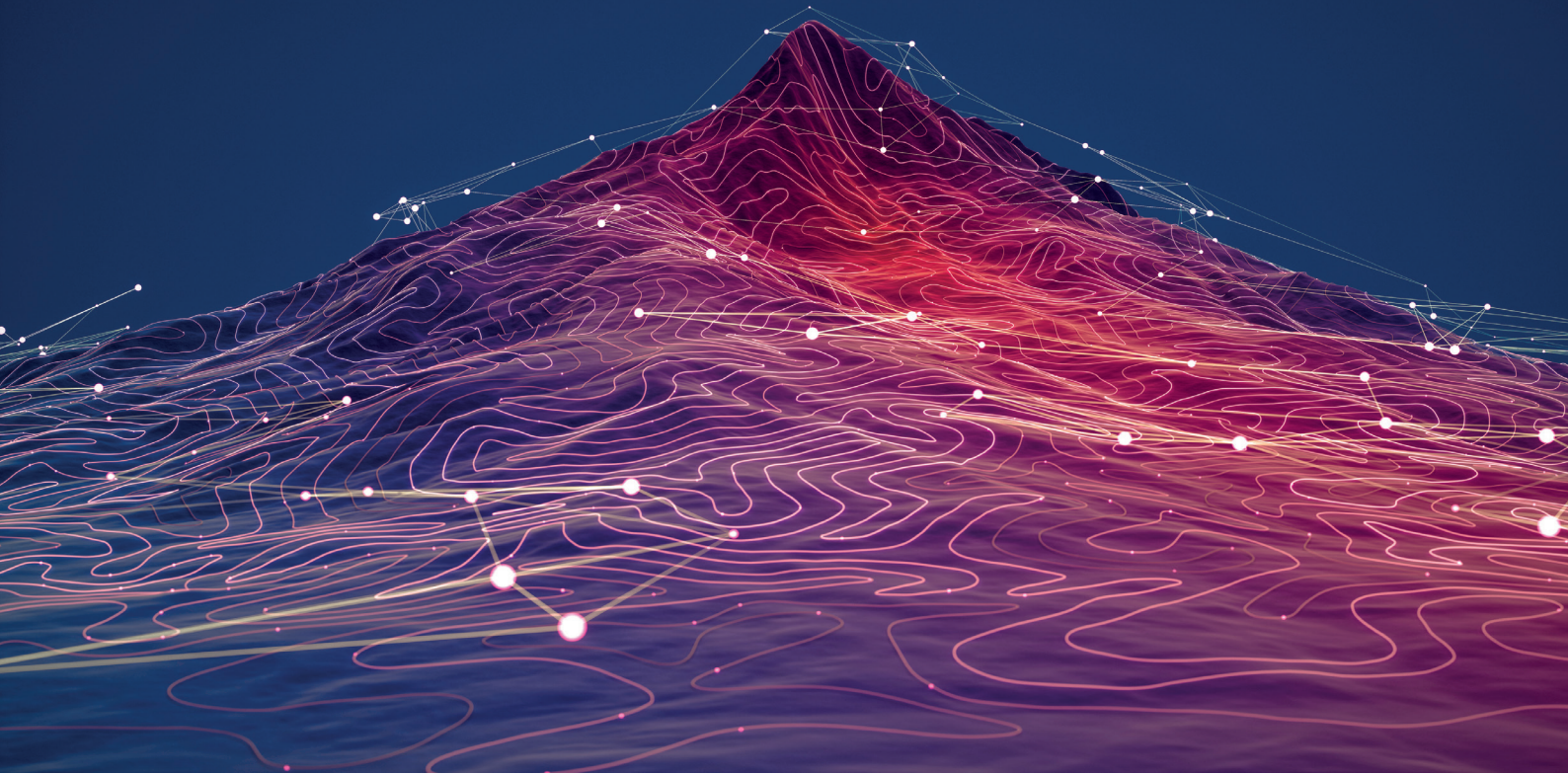
add and categorise client data into your traditional CRM, and give you valuable insight — allowing you to instead reallocate that time to focus on BD activities,” explains Thurner. From there, the platform applies AI to uncover patterns in client behaviour, reveal cross-selling and up-selling opportunities, and prompt engagement at the right time. “Think of it as giving every lawyer the insight of a business analyst.”

Thurner elaborates: “When you buy something from Amazon, it recommends other items you might be interested in. We’re doing something very similar. These predictive models embedded in our CRM help a law firm look at clients in a holistic way, and identify new business opportunities based on the client’s size, the industries they work in and also the types of work the firm has done for them in the past. Let’s say you have a client in your M&A practice area — the AI can detect what additional services that client might benefit from now or in the future. Moreover, it can find clients from other practice areas that display the same characteristics and behaviours, and which could thus benefit from your M&A legal services.”

The result is a shift from reactive client service to proactive relationship expansion. MBD teams gain the visibility to lead strategic growth conversations, while lawyers receive timely, data-backed prompts to deepen client engagement.

Filling the gap

Despite the significant benefits AI can bring to the table for MBD activities, Thurner notes that not all firms have unlocked this potential. Data cleanliness, to a certain extent, is one of the reasons why, although not the biggest one in his opinion. “Where you really need good data is for the predictive analytical tasks. The other use cases, like keeping track of regulatory changes or automating



tasks, aren't as reliant on clean data, so firms shouldn't let this stop them from getting started with AI," he says.

To Thurner, the biggest barrier to AI innovation in the business of law is the lack of tools specifically designed for this target audience and their use cases. As tech suppliers prioritise development and investment in AI products to improve lawyers' workflows, firms' business management functions are left to use tools that don't meet their specific needs, or consider building their own from scratch — a complex and expensive task.

This is exactly the issue Nexl is trying to fix with its upcoming launches: Navidion and Nexl AI Mobile. Navidion is the company's enterprise product suite. Built for firms that want to operate like a high-growth business, it unifies all major Nexl product capabilities, like CRM, ERM, email, workspaces, data fabric, business intelligence, insights, signals and competitive intelligence into one. It integrates financial data, client data and external market context into a unified model that identifies growth opportunities across the firm. "Navidion acts as a compass for business growth," says Thurner. "It

helps leadership teams see where the firm is strongest today — and where it can win tomorrow."

With Nexl AI Mobile — the company's mobile app — the technology provider will launch an AI virtual assistant, a voice-enabled copilot designed for lawyers and business developers alike. It can log client call notes, create follow-up tasks, draft outreach messages and deliver meeting insights — all of which are integrated into the Nexl ecosystem.

The goal, Thurner explains, is not to replace human connection but to enhance it. "We're giving every lawyer the time and tools to focus on what really matters — building relationships, not filling forms."

For him, the broader mission behind Nexl is clear: to elevate the business of law and to transform how law firms grow. "Firms can no longer afford to function as siloed practices," he says. "They must run like modern, growth-driven businesses. We exist to make that transformation possible by engaging every lawyer, elevating MBD teams into true growth partners, and uniting the firm around data-driven strategy."

However, for firms to properly embrace AI in the business of law, he believes vendors have a responsibility to develop tailor-made solutions to allow them to tap this power — a gap that Nexl is trying to fill. As he concludes, Thurner issues a challenge to the industry: "If AI adoption lags in the business of law, that's not the lawyers' fault — it's on us as vendors. We must build the right tools to help firms grow. That's what Nexl is here to do." 

"Using AI for the business of law has a much lower risk, and it's easier to implement — and yet firms are still not doing it. They are missing out a great opportunity."

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INDUSTRY INTERVIEW

FROM INITIAL HYPE TO STRATEGIC INTEGRATION

Samuel Smolkin, founder and CEO of Office & Dragons, a Litera company, weighs in on the evolution of AI in the legal sector — how firms are shifting their investment approaches, and where the technology is bringing the best value

As artificial intelligence continues to reshape the legal sector, law firms are evolving from early experimentation to strategic adoption. Samuel Smolkin, founder and CEO of Office & Dragons, says AI is now moving beyond hype, prompting firms to invest in expertise, embrace practical use cases, and explore innovative applications in business development.

While initial excitement about AI's potential was marked by a sense of curiosity, urgency to stay competitive and even a scramble to understand the technology, the prevailing mood now is one of cautious optimism and strategic scrutiny, says Smolkin.

"People are broadly getting to grips with what AI is, and what it can and can't do. The technology has been in the market for longer, firms have been hiring an increasing number of experts who can help them to better understand the use of AI in legal work, and they've been upskilling their own people. As such, there's a more realistic sense of what this technology is capable of. Firms have also acknowledged that AI is not a flash in the pan, but rather a powerful and disruptive technology that will have long-term impact."

Ramping up AI use

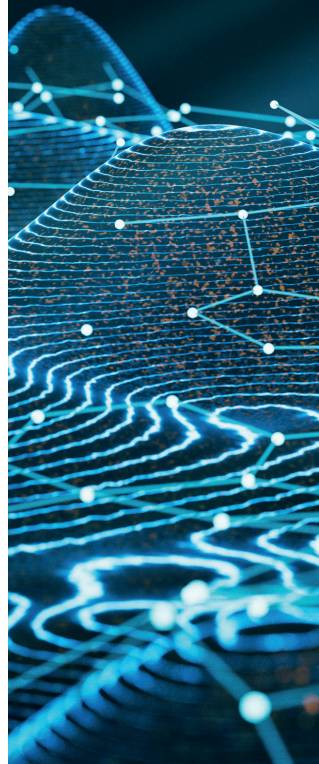
According to Smolkin, the classic 'people, process, technology' approach should remain central to law firms' AI investment strategies: identifying business problems, evaluating whether AI solutions genuinely address those needs, and assessing the usability of different tools to facilitate firm-wide adoption. Additionally, questions about vendor stability, data

protection, information security and long-term usability of solutions are more prominent than ever when choosing the right AI solution.

While leadership teams in the legal world are now approaching AI investment and use with more caution, Smolkin notes lawyers are eager to embrace it. He says: "AI has got lawyers' imagination going about how it can be used for various tasks. There's no shortage of ideas coming from them, and innovation teams have been fielding a lot of these throughout 2024 and 2025, although now it's slowed down a bit."

Nevertheless, the tried and tested use cases — such as implementing AI and genAI for contract drafting, document review and comparison, or legal research — remain the most popular in the space. What has changed, however, is the scale of implementation, says Smolkin. "Rather than using AI to review one document at a time, we're seeing law firms harness this technology to carry out due diligence across thousands of documents at a time."

One area he thinks AI can bring significant benefits to the table for law firms is marketing and business development — a place Litera has been particularly focused on innovating. In August 2025, it announced the launch of Foundation Proactive, following a strategic investment in business development tech company Postilize. The partnership pairs Litera's client relationship management system (CRM) with Postilize's AI-powered capabilities, delivering a true proactive relationship management (PRM) solution that can analyse internal and external BD data linked to a particular client in order to help firms identify new



business opportunities, personalise outreach based on clients' needs and interests, and maintain up-to-date CRM data.

Smolkin elaborates: "Lawyers don't see themselves as salespeople; they just want to focus on doing the legal work. However, forging and maintaining business relationships is essential to growing the firm. This is where AI can be a useful tool to identify avenues you can take to strengthen client bonds and win new business.

"Say your client recently announced the intention to acquire a company — AI can find that information, and help to shape up the best way to approach that client and offer your services. That can be an incredibly powerful use case."

However, he highlights that for AI to truly deliver on its potential, particularly in the marketing and BD space, it must also be integrated into the business's wider tech ecosystem, and fuelled by good, clean data — two fundamentals with which law firms still struggle. "Standalone AI tools are great for brainstorming ideas or proofreading emails, but they're not very good at creating a tailored pitch to a sophisticated client for a piece of M&A work, for example. To really make use of its power, AI needs to be connected to your tech stack and data to deliver the right information to the right people, at the right time."

An auxiliary tool, not the solution

AI implementation at law firms still faces enduring challenges, such as change management and the need for this robust, clean data. While the improved usability of the latest AI solutions has lowered the barrier to adoption, issues like data privacy and risk management have become more prominent, notes Smolkin.

He believes hallucinations, in particular, have become a bigger problem. As the AI becomes more adept at

presenting answers with confidence and eloquence, it's now harder for users to detect whether the information is true or false. As such, Smolkin warns against overreliance on AI, and emphasises the importance of keeping the human in the loop. Regardless of how accurate AI may become, he believes there will always be a need for people to review the output to ensure it is correct. "AI is not a magic button that does everything for you in an instant — it's a tool, and should be used as such," he says.

While the pace of change in legal tech will likely not slow down, Smolkin expects firms to spend the next year focusing more on refining current use cases for AI, and creating inter-connected workflows to maximise value and help the firm to run in a smoother way. He concludes: "There are certainly going to be winners and losers when it comes to AI adoption, but we're still very much at the beginning of this journey. There's still plenty of time for firms to get on board with AI, hire the right people and partner with the right providers to embrace a new, and better way of working."

"To really make use of its power, AI needs to be connected to your tech stack and data to deliver the right information to the right people, at the right time."

For more information,
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INDUSTRY ANALYSIS

BRIDGING THE AI DIVIDE

The culture clash between AI adoption and change resistance in the legal sector will not last forever — and the firms that lead with confidence today will define the profession tomorrow, writes Karen Waldron, product development director at LexisNexisUK

More than nine in 10 UK lawyers are already using, or planning to use, AI tools. But while adoption is accelerating, many firms admit AI is not yet embedded in their strategy or daily operations. A new LexisNexis survey of 700+ legal professionals conducted in August 2025 reveals a profession caught between enthusiasm for innovation and the drag of slow-moving corporate culture.

AI adoption is now mainstream

Two-thirds of UK lawyers (61%) already use genAI in

their work, up from 46% just seven months earlier. The number with no plans to adopt AI has dropped sharply to just 6%. This shift is significant because it shows that even previously hesitant practitioners are beginning to explore the opportunities.

Some firm leaders say clients increasingly expect AI to be part of legal service delivery. The message is clear: AI is not just about productivity, but about staying credible in the eyes of clients who are themselves becoming more sophisticated users of technology.

Culture is the barrier, not technology

Despite the surge in adoption, only 17% of lawyers say AI is truly embedded into their organisation's strategy and operations. Almost four in ten (39%) report their organisation is still only “experimenting” with AI tools. Others cite lack of investment, resistance, or fear.

Bhavis Patel, director of legal technology at Eversheds Sutherland, warns: “You can have the best

solution, but if people don't know what it is, how to use it, or how it will help them, the benefits will always be limited." This cultural inertia risks leaving firms behind their clients, who often move faster on AI adoption.

Many lawyers told us they want the freedom to 'play, learn and fail' with new tools, but high-pressure environments leave little space to experiment. Without visible support from leadership, adoption efforts can quickly stall.

Lawyers trust legal-specific AI tools

Just over half of AI users (51%) rely on tools built for legal professionals, such as Lexis+ AI, while 49% use general-purpose AI. Lawyers from medium-sized firms were the most likely (70%) to adopt legal-specific tools.

Confidence rises when outputs are grounded in trusted legal sources: 71% of all lawyers say this improves trust, rising to 88% among those using purpose-built legal AI. This reflects the profession's risk-averse nature: credibility of sources matters as much as speed.

Tony Randle, partner at Shoosmiths, puts it bluntly: "A lawyer would never rely on Google to answer a legal question, so they should not rely on general AI platforms to take on tasks that require legal knowledge." For law firms of all sizes, the implication is that investment in legal AI is not a luxury but a necessity for accuracy, compliance and client trust.

AI is changing how lawyers use their time

AI is freeing up time by accelerating research, drafting and admin. Most private practice lawyers (56%) say they reinvest this time into more billable work, while 53% also report enjoying a better work-life balance.

Interestingly, small firm lawyers place a stronger emphasis on wellbeing (59%) compared to larger firms, which prioritise increasing billable hours.

Patel notes: "Without the administrative burden,

lawyers can focus on how to turn a good client relationship into a deep strategic partnership." For smaller firms, the benefit is twofold: not only can they compete more effectively with larger rivals, but they can also improve lawyer wellbeing and retention in a profession known for long hours and heavy workloads.

Pricing models are under pressure

Almost half of respondents (47%) now expect AI to reshape billing models, with general counsel leading this view. Many firms are already experimenting with fixed fees (69%), retainers (44%) and flat fees (31%), while exploring new approaches like dynamic pricing or bundled AI-and-lawyer services.

Clients will likely expect lower costs when AI reduces time spent, but will also demand higher value from the advice provided. This signals a broader shift away from hours worked towards outcomes delivered. The profession is moving closer to value-based pricing, with efficiency gains being tracked more rigorously than ever.

AI and talent retention are now linked

Nearly one in five lawyers (18% in private practice; 19% in-house) would consider leaving their organisation if it failed to invest in AI. Among those in large firms, this rises to 26%. At the same time, fewer than a quarter of firms have provided meaningful AI training, and fewer than three in 10 have a clear AI policy.

For many lawyers, the message is clear: lack of investment in AI is now a career risk. Younger associates in particular see AI skills as essential for long-term success, and firms that fail to provide opportunities may struggle to retain talent.

Michelle Holford, chief commercial officer at Slaughter and May, notes: "If you can be open minded and have a willingness to experiment, that creates a culture where people are keen to try new technologies, not have them forced upon them." AI adoption, therefore, is not just about driving efficiency or improving client service. It is fast becoming central to talent recruitment and retention strategies.

The culture clash won't last forever

AI adoption in law is no longer a question of if, but of how fast. Firms that integrate AI into their strategy, pricing and workflows will be better positioned to meet client expectations, retain talent and deliver more value — those that don't risk losing clients, staff and relevance. ▶

"The message is clear: AI is not just about productivity, but about staying credible in the eyes of clients who are themselves becoming more sophisticated users of technology."

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INDUSTRY ANALYSIS

MASTERING GENAI REQUIRES EFFECTIVE SKILLS TRAINING

As AI reshapes the legal sector, mastering its use is essential for boosting efficiency, enhancing client services and staying competitive. To ensure generative AI is used effectively and in a safe way, upskilling your firm's people is essential, highlights Alisa Gray, learning director at BARBRI

A

I has gone from a futuristic concept to a practical tool, one that is busy transforming the legal landscape. However, some law firms still have concerns when it comes to

AI adoption — around the lack of clarity on how best to implement it into workflows, the risks of improper use and data security breaches, and its impact on professional conduct and business models among others. But what if the biggest risk isn't posed by adopting AI, but by being left behind?

The solution isn't to avoid powerful technology, it's to master it. With the right training, your firm can confidently harness AI to boost efficiency, enhance client services and secure a competitive advantage.

The genAI adoption gap

The shift towards genAI in particular is happening fast. In 2025, 26% of legal organisations said they have integrated genAI into their workflows, a figure that has nearly doubled from the previous year, according to industry data. While firms, on the whole, are moving cautiously, individual lawyers are not waiting — one market study reports that 85% of lawyers now use genAI in their daily or weekly work, whether or not it is allowed by their organisation.

This trend isn't uniform across the board. The report further highlights that adoption varies by practice area, with personal injury (37%) and civil litigation (36%) leading the way. Regardless of specialisation, the consensus is clear: 95% of legal professionals believe AI will have a noticeable impact on the practice of law, according to The Law Society's latest research. Firms

that delay establishing training programmes and usage policies risk falling behind in an increasingly competitive market.

How are forward-thinking firms using genAI?

Successful firms aren't using genAI to replace their lawyers, but to empower them. By automating routine and time-consuming tasks, they free up their legal teams to focus on high-value strategic work.

According to a market report, over half of legal professionals already use genAI for core tasks, including document drafting, review and summarisation, legal research, and composing correspondence.

Other statistics show that lawyers primarily use genAI for drafting correspondence (54%), brainstorming (47%) and general research (46%), and that these applications directly translate into significant productivity gains.

Why are some law firms hesitant?

Despite the clear benefits, some firms are understandably cautious. Research shows that 60% of law firms are unsure when they will implement AI, citing a lack of trust, reliability concerns and the risk of misusing privileged information.

“GenAI is not a threat to the legal profession; it is a powerful tool that can empower your team and make your firm more efficient and competitive.”

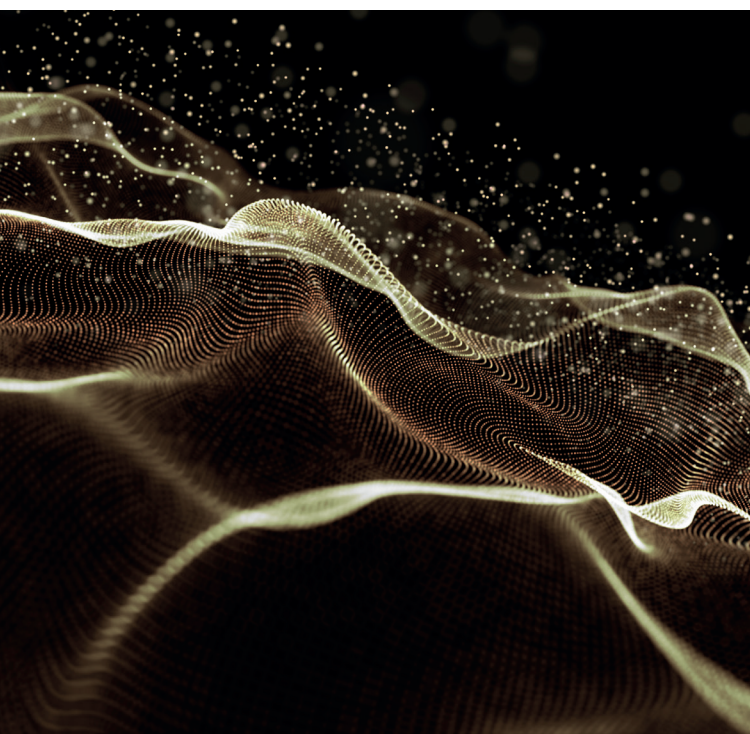
These concerns are valid. The improper use of AI can lead to serious ethical breaches and reputational damage. Key risks, highlighted by The Law Society, include data privacy violations, cybersecurity vulnerabilities and the potential for genAI models to produce biased or inaccurate outputs. Navigating the complex web of regulations like GDPR only adds to the apprehension. Yet, these risks are not insurmountable – they are manageable with proper knowledge and training.

The competitive advantage of embracing genAI

The firms that overcome this hesitation are reaping substantial rewards. The data speaks for itself:

- **Massive time savings:** 65% of lawyers using AI save between one and five hours per week.
- **Increased efficiency:** An overwhelming 82% of users report increased efficiency, giving them more time for complex analysis and strategic client engagement.

This boost in productivity doesn't just improve internal operations, it enhances client satisfaction. Faster turnaround times and more focused strategic counsel create a superior client experience, setting your firm apart from the competition.



The power of genAI skills training

The key to unlocking these benefits, while mitigating the risks, is targeted skills training. A knowledgeable team is a confident one. Training demystifies genAI, equipping your staff to use it effectively, ethically and in full compliance with regulatory standards.

The demand for these skills is growing. Research conducted by BARBRI shows that 69% of legal professionals believe AI and automation skills are essential for future success. And 53% of paralegals expect to need greater proficiency in legal tech tools within the next three years. Training builds confidence, ensures compliance and positions your firm as a forward-thinking leader.

As Katrina Dittmer, director of legal technology at Eversheds Sutherland, noted, partnering with an external expert is a smart approach. BARBRI's Generative AI Fundamentals for Law Firms course series "seemed like a really smart way of approaching what we're trying to achieve quickly and drawing on some expert resource outside our organisation," she said. "We don't necessarily have all the expertise internally and therefore we do need to partner with experts outside the organisation who can help us move forward."

Your first steps to genAI adoption

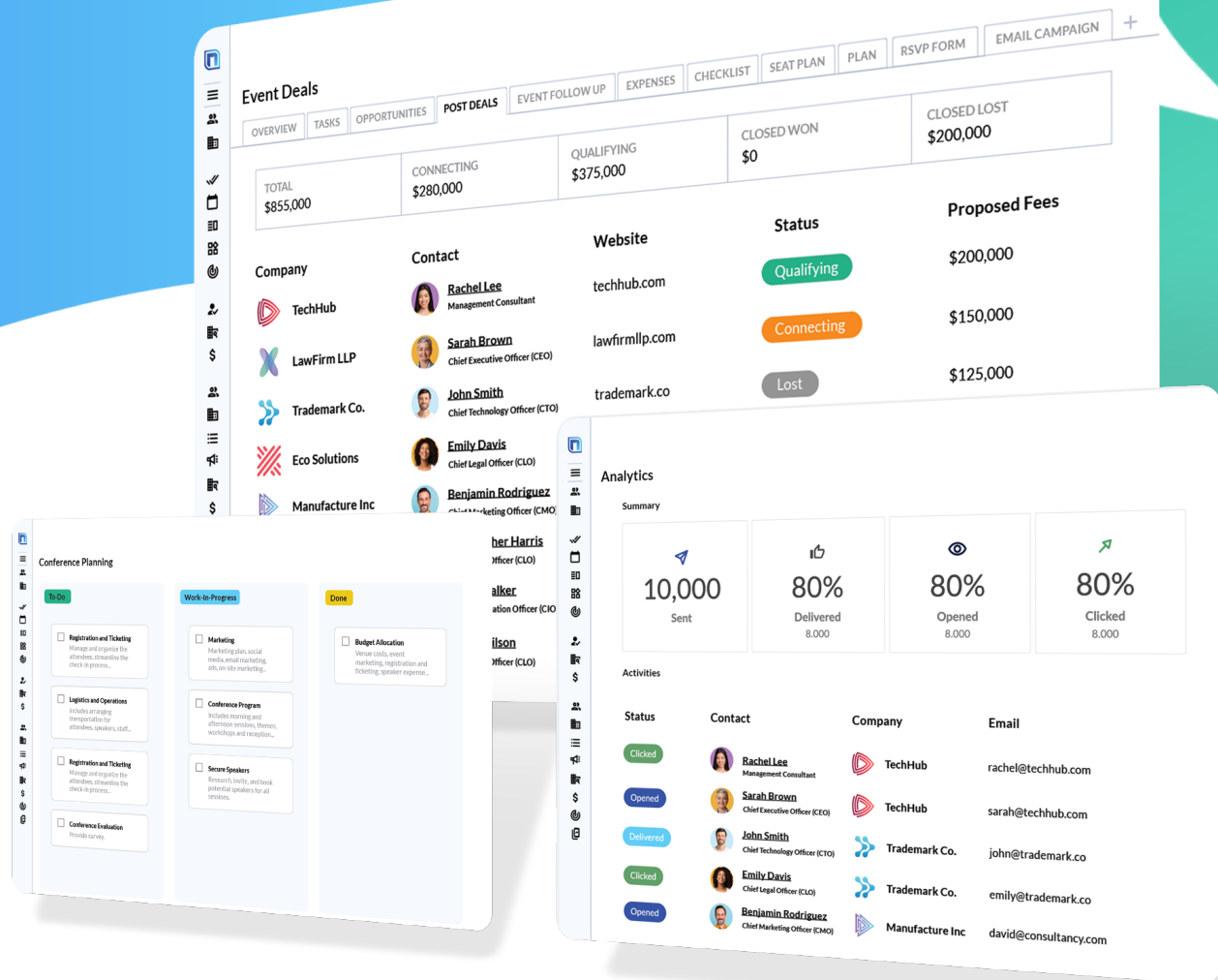
Ready to begin? Here is a simple checklist for your firm:

- 1 Identify pain points: determine which tasks in your workflow could benefit most from AI automation.
- 2 Start small: begin with a pilot programme or a free trial of a specific genAI tool.
- 3 Invest in training: ensure your team is trained on both the technical and ethical use of genAI.
- 4 Establish clear policies: create and communicate firm-wide guidelines for genAI use, data privacy and compliance.
- 5 Audit and review: regularly check genAI outputs for accuracy and review vendor data policies to ensure security.

Future-proof your firm today

AI is not a threat to the legal profession; it is a powerful tool that can empower your team and make your firm more efficient and competitive. The journey begins with equipping your lawyers with the skills they need to succeed through effective training that unlocks AI's potential for your business. ▀

For more information,
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