



# Knowledge Leaders 2025

Thursday 9 October 2025

Wallacespace Spitalfields

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09:00 – 09:30	<b>BREAKFAST AND NETWORKING</b> Grab a coffee and croissant and connect with your peers!
09:30 – 09:40	<b>WELCOME</b> <i>Richard Brent, head of content, Briefing</i> <i>Co-chair: Hayley Harris, global director of knowledge solutions, Bryan Cave Leighton Paisner</i>
09:40 – 10:15	<b>KEYNOTE: What next for the economy?</b> Persistent macroeconomic uncertainty, including slow growth, ‘stagflation’ and geopolitical instability is a double whammy impacting law firms’ own planning, slowing transactional client work and squeezing budgets. Our keynote will outline what to expect, and how professional services firms may be impacted. <i>Dr Emily Whitehouse, School of Economics, Sheffield University</i>
10:15 – 11:00	<b>LEADERS PANEL: The future of the knowledge function in the AI-enabled firm</b> <ul style="list-style-type: none"> <li>What will the knowledge function look like in 2030? How should the knowledge function adapt to the changing legal environment?</li> <li>How will the knowledge skill mix change for the genAI-enabled workplace?</li> <li>How should knowledge leaders tailor their approach in a disrupted environment to maintain business-as-usual while delivering ever more value to clients?</li> </ul> <i>Catherine Goodman, chief knowledge officer, Kennedys</i> <i>Eleanor Windsor, director of knowledge management, Irwin Mitchell</i> <i>Tim Dale, director of knowledge, Pinsent Masons</i> <i>Sarah Pullin, global director of knowledge, Baker McKenzie</i>
<b>Short break to move to your roundtable session</b>	
11:10 – 11:55	<b>ROUNDTABLE DISCUSSION:</b> <ul style="list-style-type: none"> <li>Keeping it consistent: standardising the knowledge function across multiple locations and geographies, and managing cultural differences</li> <li>Aligning knowledge-sharing between business services functions</li> <li>Managing business as usual in a disrupted environment</li> <li>How knowledge can be used as a differentiator in pitches</li> <li>Managing the challenge of information overload</li> <li>Resourcing and equipping lawyers to meet the legal and regulatory onslaught</li> </ul>
<b>Short break to back to main room</b>	

12:00 – 12:20	<b>QUICKFIRE ROUNDTABLE FEEDBACK SESSION:</b> A quickfire session to share the key points that have emerged from each table's topic discussions. Feedback needs to be short, concise and succinct – it's a timed exercise!
12.20 – 13:20	<b>LUNCH BREAK</b>
13:20 – 13:50	<b>CASE STUDY: The role of knowledge in turbo-charging how lawyers sell</b> Lawyers may be experts in their specific field but they need support when it comes to facilitating cross-practice collaboration, and leveraging opportunities to service clients' wider needs. In this session Travers Smith will lift the lid on an award-winning intranet, designed specifically to address these challenges. <i>Emily Tearle, head of knowledge management, Travers Smith</i> <i>Zoe Strong, senior firmwide knowledge manager, Travers Smith</i>
13:50 – 14:35	<b>IN CONVERSATION: Approaches to training the genAI generation of lawyers</b> GenAI is already disrupting the traditional learning route for lawyers. How can firms equip this generation with the expertise and skills to assess the output of genAI-assisted legal work? How should firms assess their knowledge? And how will new lawyers develop the necessary critical thinking and people skills in a hybrid workplace? <i>Claire Stripp, head of talent and knowledge, Browne Jacobson</i> <i>Emily Lew, client strategy consultant, Draftwise</i> <i>Ruth Musgrave, co-chief knowledge officer, Freshfields</i> <i>Sharon Jenman, director of knowledge management, McDermott Will &amp; Schulte</i> <i>Chair: Richard Brent, head of content, Briefing</i>
<b>Short break to move to your roundtable session</b>	
14:40 – 15:25	<b>ROUNDTABLE DISCUSSION – All things AI</b> <ul style="list-style-type: none"> <li>• Navigating the shifting AI vendor landscape <ul style="list-style-type: none"> <li>○ Getting the right mix of solutions for your firm's needs</li> <li>○ Which vendors will stay the course for the longer term?</li> </ul> </li> <li>• Agentic AI: how will agents change how knowledge teams work?</li> <li>• Trialling, piloting, selection and adoption: can you do it all?</li> <li>• Developing pricing models for the AI-enabled legal workflow</li> <li>• More billable work, or time spent with clients? Figuring out how to use fee-earner' spare productive capacity effectively</li> </ul>
15:25 – 15:45	<b>COFFEE BREAK</b> Recharge with a cuppa and reflect on the insights gleaned throughout your day so far
15:45 – 16:05	<b>QUICKFIRE FEEDBACK SESSION:</b> A quickfire session to share the key points that have emerged from each table's topic discussions. Feedback needs to be short, concise and succinct – as before it's a timed exercise!

<b>16:05 – 16:35</b>	<b>CLOSING KEYNOTE: Mindset - the prerequisite for adoption of new technologies and ways of working</b> <ul style="list-style-type: none"> <li>• Digging into the skillsets and mindset of the emerging generation of lawyers</li> <li>• Balancing the positive impact of tech while underscoring the value of human expertise</li> <li>• Supporting teams through change at pace</li> <li>• Communicating with different personality types and generations</li> </ul> <i>Robert Rowland Smith, author and philosopher</i>
<b>16:35 - 16:45</b>	<b>CLOSING AND THANKS</b> <i>Richard Brent, head of content, Briefing</i> <i>Co-chair: Hayley Harris, global director of knowledge solutions, Bryan Cave Leighton Paisner</i>
<b>16:45</b>	<b>DRINKS RECEPTION</b> Round off your day with a drink with your peers and the Briefing team.