Briefing Knowledge Leaders 2026

Thursday 8 October 2026

Underwood Lofts - 6-14 Underwood Street, London N1 7JQ

Headline partner

Gold partners

Silver partners

09:00 – 09:30	**BREAKFAST AND NETWORKING** Grab a coffee and croissant and connect with your peers!
09:30 – 09:40	**WELCOME** ***Richard Brent, head of content, Briefing***
09:40 – 10:15	**KEYNOTE: The strategic value of knowledge management** As AI reshapes the economics and delivery of legal services, how can knowledge leaders help drive firms' competitiveness via the expertise that will differentiate them? Is knowledge capability the defining advantage for law firms as technology becomes ubiquitous?
10:15 – 11:05	**Leadership panel: The future of legal services – why knowledge matters more than ever** Knowledge management's value as a strategic enabler is on the rise, but the role is evolving rapidly as AI is embedded in legal practice and work flows. Knowledge teams are increasingly the bridge between lawyers, technology, data and business strategy, with knowledge capabilities becoming the defining advantage for the modern law firm. Our panel of senior leaders will discuss how knowledge management is evolving, where it creates the greatest value, and what knowledge leadership – and the knowledge team - will look like over the next five years.
11:05 – 11:25	**Coffee break**
11:20 – 12:05	**ROUNDTABLE DISCUSSIONS: Practical challenges for knowledge leaders** **1. Training and supervision in the AI era** o Supervision: ensuring full transparency for senior lawyers overseeing juniors who are deploying AI o AI strategy – the starting point for robust guardrails o Fostering critical thinking, guarding against cognitive 'surrender' and embedding a verification culture **2. Data quality and taxonomy governance** o Unstructured data: why data strategy is key to unlock this core AI opportunity

	○ Dealing with bad data and disconnected, cross-system taxonomies **3. AI pricing and token economics** ○ Pay-per-use vs seat-based licensing – what are the implications for your firm? ○ Capping use, restricting to specific models, and understanding cost-vs-value trade-offs on agentic workflows ○ Build versus buy decisions amid an emerging shift in pricing **4. Knowledge management - future skills and career paths** ○ The knowledge professional as the AI expert champion ○ Legal engineers and hybrid business/legal technologists ○ Share your firm's thinking and approach to training the next gen lawyer ○ Focusing on the fundamentals in knowledge management **5. AI governance, verification and risk** ○ Competence: developing a deep team-wide understanding of how AI searches work, and where its limits lie ○ Responsible use in client matters ○ Governance to mitigate risk **6. Evaluating tools, measuring value and using AI efficiently** ○ Build versus buy ○ Using the right tool for the job (clue: it's not always AI!) ○ Balancing innovation with governance and usability ○ Creating guidance for lawyers on selecting the appropriate tech for the task in hand
12:05 – 12:10	**Return to plenary for quickfire feedback session**
12:10 – 12:40	**QUICKFIRE ROUNDTABLE FEEDBACK SESSION:** 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!
12:40 – 13:35	**LUNCH BREAK**
13:35 – 14:25	**Client Panel: How AI Is changing client expectations** Hear directly from legal buyers about how they are deploying AI, what they expect from outside counsel, and how trust, risk and pricing are evolving. • What work are client firms using AI on? Are law firms being pushed toward higher-risk specialist matters as clients self-serve lower risk work? • Are clients sense-checking firm advice through their own AI tools? • Client attitudes to pricing: what are their expectations and needs?
14:25 – 15:00	**CASE STUDY: Change management in action** This session will provide a detailed examination of how one firm has embedded AI adoption and behavioural change across the business. It will focus on practical lessons, barriers encountered and measurable outcomes and consider the tension around who owns AI strategy.

15:00 – 15:25	**COFFEE BREAK** Recharge with a cuppa and reflect on the insights gleaned throughout your day so far
15:25 – 16:10	**Closing Panel: developing lawyers, not just AI users** How do firms ensure future lawyers develop judgement, expertise and critical thinking when AI can complete many traditional learning tasks? Is the profession facing a skills challenge or simply a different learning model?
16:10 – 16:40	**CLOSING KEYNOTE: to be announced**
16:40	**CLOSING AND THANKS** ***Richard Brent, head of content, Briefing***
16:45	**DRINKS RECEPTION** Round off your day with a drink with your peers and the Briefing team.