



# Briefing Knowledge Leaders 2026

Thursday 8 October 2026

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

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| 09:00 – | <b>BREAKFAST AND NETWORKING</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| 09:30   | Grab a coffee and croissant and connect with your peers!                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 09:30 – | <b>WELCOME</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| 09:40   | <i>Richard Brent, head of content, Briefing</i><br><i>Catherine Goodman, chief knowledge officer and AI lead, Kennedys</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 09:40 – | <b>KEYNOTE: When AI is ubiquitous, thinking becomes the advantage</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| 10:15   | As technology becomes easily accessible, what is the defining advantage for law firms? Drawing on the latest research at the intersection of Humans and AI, this keynote address by Emily Gill examines how AI is transforming law firms, the risk of cognitive offloading and the elevation of human capabilities. Effective critical thinking, judgement and decision making will make your firm smarter when everyone has the same tools.<br><i>Emily Gill, co-founder and chief operating officer, LEVRA</i>                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| 10:15 – | <b>LEADERSHIP PANEL: The future of legal services – why knowledge matters more than ever</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 11:05   | 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 workflows. 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.<br>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.<br><i>Aileen Johnson, director of knowledge, Charles Russell Speechlys</i><br><i>Ozan Yalti, co-founder, chief strategy officer, Draftwise</i><br><i>Richard Gaston, head of knowledge and research, Addleshaw Goddard</i><br><i>Ruth Ward, executive director, knowledge and expertise, Ashurst Perkins Coie</i><br><i>Chair: Richard Brent, head of content, Briefing</i> |
| 11:05 – | <b>Coffee break</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 11:25   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

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| 11:25 –<br>12:15 | <p><b>ROUNDTABLE DISCUSSIONS: Practical challenges for knowledge leaders</b></p> <ol style="list-style-type: none"> <li><b>1. Training and supervision in the AI era</b> <ul style="list-style-type: none"> <li>Supervision: ensuring full transparency for senior lawyers overseeing juniors who are deploying AI</li> <li>AI strategy – the starting point for robust guardrails</li> <li>Fostering critical thinking, guarding against cognitive ‘surrender’ and embedding a verification culture</li> </ul> </li> <li><b>2. Data quality and taxonomy governance</b> <ul style="list-style-type: none"> <li>Unstructured data: why data strategy is key to unlock this core AI opportunity</li> <li>Dealing with bad data and disconnected, cross-system taxonomies</li> </ul> </li> <li><b>3. AI pricing and token economics</b> <ul style="list-style-type: none"> <li>Pay-per-use vs seat-based licensing – what are the implications for your firm?</li> <li>Capping use, restricting to specific models, and understanding cost-vs-value trade-offs on agentic workflows</li> <li>Human versus AI decisions amid an emerging shift in pricing</li> </ul> </li> <li><b>4. Knowledge management - future skills and career paths</b> <ul style="list-style-type: none"> <li>The knowledge professional as the AI expert champion</li> <li>Legal engineers and hybrid business/legal technologists</li> <li>Share your firm’s thinking and approach to training the next gen lawyer</li> <li>Focusing on the fundamentals in knowledge management</li> </ul> </li> <li><b>5. AI governance, verification and risk</b> <ul style="list-style-type: none"> <li>Competence: developing a deep team-wide understanding of how AI works, and where its limits lie</li> <li>Responsible use in client matters</li> <li>Governance to mitigate risk</li> </ul> </li> <li><b>6. Evaluating tools, measuring value and using AI efficiently</b> <ul style="list-style-type: none"> <li>Build versus buy</li> <li>Using the right tool for the job (clue: it’s not always AI!)</li> <li>Balancing innovation with governance and usability</li> <li>Creating guidance for lawyers on selecting the appropriate tech for the task in hand</li> </ul> </li> </ol> |
| 12:15 –<br>12:20 | <p><b>Return to plenary for quickfire feedback session</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 12:20 –<br>12:40 | <p><b>QUICKFIRE ROUNDTABLE FEEDBACK SESSION:</b><br/>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!</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| 12:40 –<br>13:35 | <p><b>LUNCH BREAK</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

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| <b>13:35 –<br/>14:20</b> | <p><b>FIRESIDE CHAT: AI and the client relationship - strengthening trust in an automated world</b></p> <p>As firms accelerate their investment in AI, their clients are also evolving at pace, but expectations are not always aligned. Drawing on Harvey and Briefing's latest research into AI adoption across the legal sector, this fireside chat will explore where firms are making the greatest progress, how AI-enabled workflows and agentic technologies are reshaping legal service delivery, and where firms are seeing tangible returns. Crucially, the discussion will examine what these developments mean for general counsel. How are client expectations around efficiency, pricing, responsiveness and value changing? How can firms ensure their AI strategies strengthen, rather than strain, client relationships?</p> <p><i>Jana Blount, director of client solutions and digital strategy, Norton Rose Fulbright</i><br/> <i>Tara Waters, legal innovation partner, Harvey</i><br/> <i>Chair: Richard Brent, head of content, Briefing</i></p> |
| <b>14:20 –<br/>15:00</b> | <p><b>CASE STUDY: The AI-enabled matter - what happens to Knowledge when AI can automate, expedite and manage the work?</b></p> <p>If firms are designing the way a complex legal matter is handled today, with AI available from the outset, what do we need to do differently from traditional work models, and what does that mean for legal knowledge management? This session brings together perspectives from technology, regulation and ethics, legal operations to consider what AI workflows mean for the role, creation and management of legal knowledge, and what knowledge leaders need to do to ensure their firms are ready for the AI-enabled matter.</p> <p><i>James Armstrong, corporate AI lead, Microsoft</i><br/> <i>Nigel Spencer, director, hub for professional practice, school of law, Queen Mary University of London</i><br/> <i>Sarah Green, independent arbitrator, and adviser to CMS</i><br/> <i>Chair: Catherine Goodman, chief knowledge officer and AI lead, Kennedys</i></p>                                                       |
| <b>15:00 –<br/>15:25</b> | <p><b>COFFEE BREAK</b></p> <p>Recharge with a cuppa and reflect on the insights gleaned throughout your day so far</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>15:25 –<br/>16:10</b> | <p><b>CLOSING PANEL: Developing lawyers, not just AI users</b></p> <p>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?</p> <p><i>Adamantia Velonis, director AI transformation and applied research, Legora</i><br/> <i>Claire Stripp, head of knowledge and learning, Browne Jacobson</i><br/> <i>Dr Marloes Spreeuw, principal lecturer, Westminster Law School</i><br/> <i>Sharon Jenman, director of knowledge management, McDermott Will &amp; Schulte</i><br/> <i>Chair: Andreea Dulgheru, editor, Briefing</i></p>                                                                                                                                                                                                                                                                                                                                                                  |

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| <p><b>16:10 –<br/>16:40</b></p> | <p><b>CLOSING KEYNOTE: Will it make the boat go faster?</b></p> <p>In 1998 the British Men’s Rowing Eight had crashed out of two Olympics and were turning out mediocre performances. In Sydney in 2000 they won Olympic Gold. How did the team transform themselves from also-rans to the best in the world? In this inspiring talk, Harriet shares strategies from the Sunday Times best-selling book she co-wrote with crew member Ben Hunt-Davis ‘Will It Make The Boat Go Faster?’, including how clarity of goal and consistent focus reaped results, the ‘performance mindset behind the crew’s improvement, the strategies to build ‘belief’ and how to navigate extreme changes of circumstance and turn them to your advantage.</p> <p>Harriet is not remotely sporty! This inspirational story is told through the lens of the <i>transferable strategies</i> we can all reap in work and live to achieve our own ‘gold medals’.</p> <p><i>Harriet Beveridge, speaker, executive coach, author, comic</i></p> |
| <p><b>16:40</b></p>             | <p><b>CLOSING AND THANKS</b></p> <p><i>Richard Brent, head of content, Briefing</i></p> <p><i>Catherine Goodman, chief knowledge officer and AI lead, Kennedys</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <p><b>16:45</b></p>             | <p><b>DRINKS RECEPTION</b></p> <p>Round off your day with a drink with your peers and the Briefing team.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |