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Executive summary

Published in November 2023, the first edition of *AI and the Legal Profession: Transforming the Future of Law* explored the profound impact of artificial intelligence (AI) on the legal industry and the transformative possibilities it offered at the time. However, the capabilities and applications of AI within legal practice are evolving at breakneck speed, and much has changed in the short time since the publication of the first edition. This second edition of *AI and the Legal Profession: Transforming the Future of Law* represents a deeper and more nuanced exploration of the profound impact of AI at both a systemic and individual level. This new frontier for the legal profession brings challenges and opportunities, raising questions that are both critical and existential: will safe, sustainable, and secure AI in law ever be possible? How can human and machine work together in a way that is complementary, rather than combative? Indeed, in what ways can the machine shape what it means to be human and a practitioner of law? The second edition of *AI and the Legal Profession: Transforming the Future of Law* delves into these uncertainties, equipping legal professionals, technologists, and policymakers with the knowledge and insights needed to navigate a rapidly evolving landscape, embrace AI's potential, and harness its power to shape the future of law.

We begin by tackling one of the fundamental challenges presented by AI's usage in law: what role does the human element play? In Chapter 1, Colin Levy, director of legal at Malbek, expands on the critical role of human judgment in AI-augmented legal practice. While AI offers powerful capabilities for document review and analytics, true legal reasoning requires the contextual understanding and ethical navigation that only humans provide. This chapter explores how governance frameworks should be structured around "judgment points" where human oversight is essential, rather than focusing primarily on technical controls. It proposes specific protocols for when AI outputs require human review and criteria for escalation to senior decision-makers. Legal professionals will require new skills to effectively question AI-generated insights; this chapter, therefore, presents case studies where human and AI assessments diverge, offering frameworks for reconciling

these differences and introducing a "judgment-centered monitoring" approach. To conclude, new professional standards and ethical guidelines which specifically address human–AI collaboration are proposed, underlining the fact that, as AI capabilities advance, strengthening the human element becomes more crucial, rather than less.

Our journey into the future of AI-augmented legal practice continues with an exploration of both human and machine cognition. In Chapter 2, Dr Valerie M. Saintot acts as our guide to the future of legal reasoning, proposing that, as legal professionals adapt to the rapid evolution of AI, the role of the legal thinker will also need to evolve. Generative AI (genAI) tools, such as large language models (LLMs), offer unprecedented opportunities to improve legal thinking, automate repetitive tasks, and simulate arguments. However, effective use of these tools requires more than adoption; instead, it necessitates a change in the ways in which lawyers think and develop their legal thinking skills, to both contrast with and complement genAI reasoning patterns. Valerie presents an outline of the new skills that legal professionals must learn and develop and the ways in which practitioners can establish an ethical and cognitive framework to keep legal prompting work in check.

The release of OpenAI's ChatGPT in late 2022 triggered the beginning of a global AI race; in 2025, genAI has become increasingly influential in the practice of law, driving notable changes in how legal services are delivered. GenAI tools offer tremendous potential for efficiency and innovation in legal practice; however, it is no secret that these tools bring challenges alongside opportunity, mainly related to accuracy, ethics, and privacy. In Chapter 3, Stephanie Goutos, head of employment law practice innovation, and Natalie Pierce, partner at Gunderson Dettmer, explore the critical responsibility of legal professionals to adopt a careful approach in their utilization of genAI. Designed as a practical guide for law firms and practitioners, this chapter provides actionable strategies for managing organizational risks and ensuring legal compliance. The importance of embracing genAI's transformative power, while still upholding the core principles and values that define the legal industry, is critical.

Continuing our exploration of the challenges AI introduces to legal practice, we turn to the fuel powering the AI engine: data. In Chapter 4, Joanne Brook, solicitor (intellectual property and tech law) at Lionshead Law, considers who owns the engine, who owns the oil that powers it, and what this means for the public whose data was syphoned to service the machine

and drive innovation. Having considered these fundamental elements, Joanne turns our attention to the originality of AI's output and considers the definition of creation itself: who owns the words and images AI produces, and could it ever be the machine? What does it mean to create and be creative, and what does this imply for the future of copyright? To envision what might be in store, Joanne explores the historical context of copyright ownership and how this might evolve in the long term. In a post-AI world, in which creativity is "democratized" and data bought, shared, and sold, is the concept of ownership outdated? What does this mean for rewarding creativity? And can regulatory and compliance efforts really balance the rights of the creator with the need for data to fuel the machine?

Our exploration of the ways in which AI can hinder, rather than help, emphasizes the necessity of proactive safeguarding and a thoughtful and strategic approach to implementation. Too often, organizations jump into technology adoption without fully understanding their processes, leading to costly failures and missed opportunities. In Chapter 5, Justin Turman, founder of Automate Office Work, offers an accessible and practical roadmap for law firms and legal departments looking to revolutionize their operations through legal technology. This chapter first explores the critical relationship between process awareness and successful legal technology adoption before guiding the reader through a step-by-step process to understand and overcome the complexities and challenges of technology implementation. Whether you or your organization is considering automation, AI-powered tools, or case management systems, this chapter provides structured guidance to navigate the journey effectively.

Further delving into the practical side of AI utilization and implementation in the legal profession, Chapter 6 sees Mark Gediman, senior research analyst at Alston & Bird, draw from his knowledge management and legal research background to cut through the hype to the current reality of legal technology. His chapter explores the real-world applications and limitations of AI tools in legal research, encompassing discussions of the expectations versus reality of AI's capabilities and the importance of user assumptions. A person's utilization of an AI tool is just as vital as the functionality of the technology itself, which is why this chapter delves into what constitutes proper training and due diligence processes. Seeking existing solutions from external vendors is often the first choice for firms and legal departments looking to augment their practice with AI, which comes with its own challenges. Referencing his recent participation in a panel assessing selected AI

tools, Mark breaks down what comprises the perfect AI solution into its disparate components, including accuracy, relevance, and depth of output.

Successful implementation and utilization of AI are not the only hurdles that legal practitioners, firms, and in-house departments must overcome; there are also complex regulatory requirements to understand and adhere to. The rapidly evolving and expanding technological frontier, which often outpaces legislative developments, renders this especially challenging for professionals and organizations seeking to remain compliant and responsible in their use of AI. In Chapter 7, Itsiq Benizri, counsel at WilmerHale, discusses the profound impact of the European Union's Artificial Intelligence Act, a global first in AI regulation. The Act's challenging requirements, significant extraterritorial effects, and substantial fines are comprehensively explored; this chapter's scope then broadens to consider the ways in which the Act will adapt to rapid technological developments and influence AI regulation around the world in the long term.

Indeed, the future of law is littered with complex ethical and regulatory challenges that will shape the reality of legal practice. AI is not a neutral technology; there are inherent ethical considerations faced by developers and legal professionals alike, and legal compliance alone does not equate to ethical practice. In Chapter 8, Harry Borovick, general counsel at Luminance, draws from his experience of the intersection of tech and law to outline the principles of fairness, transparency, and accountability – each of which are necessary for building trustworthy systems within the legal sector. Harry delves into the key challenges for organizations seeking to create their own in-house AI solutions, such as algorithmic opacity, potential biases, data privacy, intellectual property frameworks, and the complexities of liability when AI systems contribute to legal processes.

Every legal organization using either a proprietary or an external vendor's AI tool must prioritize the safety of client data. Client information uploaded to AI platforms may be exposed to third parties or stored insecurely, potentially compromising attorney–client confidentiality. Many AI companies retain input data to improve their systems, meaning that sensitive client information could become part of the AI's training data without proper safeguards. Privacy concerns intensify when considering that different AI providers have varying security standards, such as storing data for extended periods or in countries with weaker privacy laws. Additionally, many AI tools require broad terms of service agreements, which might give external vendors extensive rights to use uploaded data. In Chapter 9, Erick Robinson,

partner at Brown Rudnick LLP, offers practical solutions to security concerns, including using local AI implementations that keep data under attorney control, anonymizing client information, implementing verification protocols, and establishing clear governance policies. Additional recommendations include carefully evaluating AI providers' terms of service and creating client consent procedures.

We return to the human side of legal AI with Chapter 10, authored by Rasmus Kirkby Salling, head of commercial legal, and Peter Kaas, head of digital legal and compliance at Falck, who explore how in-house legal teams can implement genAI through a Nordic leadership approach. Drawing from their professional experience, the authors examine how legal leaders can capture both non-financial value (improved job satisfaction, talent retention, shift to high-value work) and financial value (cost savings from reduced FTEs, decreased external spending, and revenue opportunities) generated AI utilization through practical measurement approaches, such as the quantification of employee engagement, internal customer satisfaction, and quality of strategic work in tandem with the assessment of traditional financial metrics. Rather than solely recruiting new talent, Rasmus and Peter advocate for the upskilling of existing team members, highlighting the ways in which experienced lawyers can leverage their instructional skills when working with AI and legal leaders can foster experimentation, lead boldly by example, and create safe spaces for teams to adapt to this transformative technology.

While developing existing team members may be preferable, there are instances in which legal firms and departments must source external talent in their pursuit of AI integration. However, the question remains as to how these organizations strategically build teams equipped to manage and leverage AI. In Chapter 11, Matthew Dunne, senior innovation and data science manager at Katten Muchin Rosenman LLP, examines certain assumptions commonly associated with this complicated question. In answering it, Matthew guides readers through several different frameworks from the worlds of business, law, and technology. First, what an AI strategy means for law firms and how it departs from traditional practice will be discussed; this chapter then considers what skills will be necessary to achieve that strategy, as well as how to acquire and evaluate them. In addition to the who, what, how, and why of hiring for this new field, Matthew covers the hidden pitfalls that go beyond choosing the right personnel.

We conclude with a look towards the future of AI and the legal profession. The integration of frontier technology (including genAI) into legal practice

stands at a critical inflection point, demanding innovative research approaches that bridge theoretical possibilities with practical applications. In Chapter 12, Dr Megan Ma, associate director of the Stanford Center for Legal Informatics, proposes a framework for "research prototyping" – a methodology that accelerates understanding of how emerging technologies can transform legal processes while addressing ethical and practical constraints. Unlike traditional legal research that often remains theoretical, or technology implementations that prioritize commercial viability, this approach centers on lightweight, functional prototypes designed specifically to test research hypotheses about the future of human–machine collaboration and technology's impact on legal reasoning and procedural efficiency. By compressing the research implementation cycle, this prototyping paradigm not only accelerates knowledge creation, but also democratizes the evolution of legal technology, ensuring innovations are guided by empirical evidence of their effects on legal institutions, professional roles, and justice outcomes, rather than technological determinism.

About the authors

Itsiq Benizri is a counsel at WilmerHale (Brussels). Itsiq advises clients on all artificial intelligence, data protection, and cybersecurity compliance issues, including global compliance programs and strategies, internal procedures and policies, outsourcing, security measures, breach notifications, cross-border data flows, and interactions with competition law. Itsiq has also been involved in several high-profile judicial and administrative proceedings, both at a national and EU level. His experience covers a broad set of sectors, including social media, IT and cloud computing, communications, banking, energy, chemicals, transport, automotive, gaming, pharma, food and beverage, sports, media, pharmaceuticals, and cosmetics.

Itsiq is qualified as a Certified Information Privacy Professional (CIPP/E) and an Artificial Intelligence Governance Professional (AIGP) by the International Association of Privacy Professionals. Itsiq is also a member of this association. Itsiq holds an LLM in law and artificial intelligence. Itsiq is the author of numerous publications on EU artificial intelligence and data law.

Harry Borovick is general counsel and AI governance officer at Luminance, which provides advanced AI for the processing of legal documents. As well as working at the forefront of the development of AI for legal operations, Harry lectures at King's College London and Queen Mary University of London on applied legal AI and AI ethics. Harry currently sits as an AI advisor to CiArb, has previously contributed to Globe Law and Business' *Legal Operations in the Age of AI and Data* (2024), and most recently published his book *AI and The Law: A Practical Guide to Using AI Safely* (2024).

Joanne Brook is a solicitor who qualified as the internet was launched and has been a legal technologist ever since. She advises innovators across the creative sectors, from software developers to theatre producers, AI and VR developers, and artists who distribute NFTs. She focuses on helping clients achieve commercial solutions to previously unconsidered legal issues that

arise from developing and using their technology. She critically protects and licenses their intellectual property rights to ensure business expansion and growth in a fast-paced market. Prior to becoming a legal consultant, she was a partner at both a West End law firm and a boutique City law firm. She describes her view of the digital revolution and use of new technologies as being somewhere between sitting in the jump seat with a super-sonic test pilot and calmly evacuating the plane whilst wearing a parachute and hi-vis, carrying a laptop, and inflating a lifeboat. In the midst of this, she feels privileged to advise passionate, smart, and more creative people than herself daily.

Joanne is an intellectual property professional expert for LexisNexis and an author of intellectual property and data management precedents for various professional publications. She regularly contributes legal insight to the legal press and lectures on technology and new law.

In his role at Katten, **Matthew Dunne** combines several areas under the umbrella of "innovation". This includes data science, management consulting, implementing legal tech software, and creative strategic thinking. He leads Katten's DataLAB, which provides legal data science services, including custom genAI applications for lawyers. Matthew holds an MS in Applied Data Science from the University of Chicago and a JD from Indiana University Maurer School of Law. He is also a licensed attorney.

Mark Gediman is a senior research analyst for Alston & Bird LLP and graduated from the University of California, Riverside. He is the past president of the Southern California Association of Law Libraries (SCALL), as well as a co-founder and co-chair of the PLL–IP Competitive Intelligence Caucus.

Mark writes and presents regularly on competitive intelligence, research, and library management issues for the American Association of Law Libraries (AALL), the California Lawyers Association, the Legal Marketing Association (LMA), the Special Libraries Association (SLA), the Southwestern Association of Law Librarians (SWALL), SCALL, the Northern California Association of Law Libraries (NoCALL), ACI, and HALL. He contributed to *Business Intelligence for Law Firms* (2012), *Innovations in Legal KM* (2017), and *Strategic Intelligence for Law Firms* (2018), and has written articles for *AALL Spectrum*, Practicing Law Management Week, *Paralegal Today*, and *Facts & Findings*, the award-winning journal of the National Association of Legal Assistants (NALA).

Stephanie Goutos is the head of employment law practice innovation for Gunderson Dettmer's Employment & Labor Practice Group, where she leads the group's innovation and knowledge management initiatives. With a background in class action defense, litigation, and employment counselling, Stephanie combines her legal expertise with a strong commitment to leveraging emerging technologies to enhance the delivery of legal services. Her work reflects a passion for improving access to justice and fostering inclusivity within the legal sector.

Stephanie's contributions have earned significant recognition, including being named the sole finalist for Relativity's 2024 Innovation Awards in the "Stellar Women" category, one of the "2024 Young Professionals to Watch" by the International Legal Technology Association (ILTA) in their Distinguished Peer Awards, and as one of vLex Fastcase 50's 2024 Honorees. Most recently, Stephanie was selected as a 2025 Perplexity AI Fellow, further highlighting her leadership in advancing legal technology and innovation.

Peter Kaas is the head of digital legal & compliance at Falck, a global emergency and healthcare service provider headquartered in Copenhagen Denmark. Peter leads a team of commercially oriented lawyers and compliance professionals in the digital, privacy, and AI space. The team includes the Group Data Protection Officer (DPO) function, privacy operations, and legal business partnering to Falck Digital Technology. Peter's team also leads Falck's global AI compliance program, including preparations for the EU AI Act.

Prior to joining Falck, Peter worked in-house in the Nordic IT industry (Atea and NNIT) and in private legal practice in top-tier Danish law firms; he has specialized in IT and tech law for 20 years. Peter is an attorney-at-law, licensed to practice in Denmark. He has a master's in law from the University of Copenhagen, an LLM from the University of Virginia, and holds several data privacy and information security certifications. He is an external associate professor of tech law, IT contract law and data protection at the University of Copenhagen and a frequent speaker on tech law, data privacy and AI.

Rasmus Kirkeby Salling is head of transition, new markets in Falck, a global emergency and healthcare service provider headquartered in Copenhagen, Denmark. Prior to this, Rasmus served as head of commercial legal in Falck, leading an international team of in-house counsels supporting and leading the commercial agenda of Falck's global businesses.

Prior to joining Falck, Rasmus was head of IP legal services with Schneider Electric, a French Fortune 500 Company, and in private legal practice at top-tier Danish law firms; he has specialized in commercial law, M&A, IP, and tech over the last 20 years.

Rasmus is an attorney-at-law, licensed to practice in Denmark (deposited). He has a master's in law from the University of Copenhagen, an Executive MBA from the International Institute for Management Development (IMD), and is a frequent speaker on topics related to in-house leadership and legal tech. Rasmus allocates part of his time to being a leadership mentor for first-time managers and professionals with leadership aspirations.

Colin S. Levy works within the intersection of law and technology and is dedicated to transforming the legal landscape through education and innovation. As Director of Legal and Evangelist for Malbek, he brings frontline expertise in Contract Lifecycle Management to legal professionals worldwide.

His works include *The Legal Tech Ecosystem* (2023), *Contract Lifecycle Management (CLM) for Dummies* (2024) (co-author), and the *Handbook of Legal Tech* (2023) (editor). Colin's thought leadership extends through columns for *Today's General Counsel*, speaking engagements, and his role as a judge for the American Legal Technology Awards.

Beyond his publications, Colin actively advises start-ups and invests in emerging technologies, consistently advocating for meaningful technological adoption in legal practice. His website, colinslevy.com, chronicles his journey and insights gained from conversations with industry pioneers.

Colin remains committed to empowering legal professionals to embrace technology, proving that when law and innovation converge, the possibilities for positive change are limitless.

Dr. Megan Ma is the executive director of the Stanford Legal Innovation Center through Frontier Technology Lab (liftlab). Her research focuses on the use and integration of generative AI in legal applications and the translation of legal knowledge to code, considering their implications in contexts of human–machine collaboration. She also teaches courses in computational law and legal technology at Stanford Law School.

Dr. Ma is also currently an advisor to the PearX for AI program; editor-in-chief for the Cambridge Forum on AI, Law, and Governance; the managing editor of the *MIT Computational Law Report*; and a senior research affiliate at Singapore Management University in their Centre for Digital Law. Megan

received her PhD in Law at Sciences Po and was a lecturer there, having taught courses in artificial intelligence and legal reasoning, legal semantics, and public health law and policy. She has previously been a Visiting PhD at the University of Cambridge and Harvard Law School, respectively.

Natalie Pierce is a partner at Gunderson Dettmer and chair of the firm's employment and labor practice. Natalie is a trusted advisor to start-ups and venture capital and growth equity firms on all employment-related matters. She also focuses on the future of work, including counseling on transformative technologies, and is a frequent speaker and contributor on the topic. Natalie hosts Gunderson's FutureWork Playbook podcast and was selected as a Fast Case 50 Award Winner, one of the *Daily Journal*'s "Top Artificial Intelligence Lawyers" and "Top Labor and Employment Lawyers," and *San Francisco Business Times*' "Bay Area's Most Influential Women". She was also a member of the American Bar Association's Center for Innovation Governing Council, and co-authored "Why law firms must responsibly embrace generative AI", published by the *Berkeley Business Law Journal*. Natalie earned her BA at UC Berkeley with Honors, and her law degree from Columbia University School of Law, where she was a Harlan Fiske Stone Scholar and recipient of the Emil Schlesinger Labor Law Prize at graduation.

Erick Robinson is a partner and co-chair of the Patent Trial and Appeal Board Practice at Brown Rudnick in Houston. He is a leading patent litigator with 25 years' of experience litigating and trying "bet-the-company" patent and trade secret cases. Erick has managed and tried patent cases in the United States and around the world, including Europe and Asia. In addition to his time at top law firms, he also previously served as director of patents for Qualcomm and as senior patent counsel at Red Hat, as well as director of patent litigation at a top Chinese law firm.

Erick is a trusted authority on intellectual property and AI law, having published and been quoted in over 100 articles. Erick is also an established expert in legal finance, as well as AI and its applications, and is a certified mediator.

Valérie M. Saintot, LL.M., Phd, is a multidisciplinary legal expert, educator, and advocate for innovation in business and the public sector. With three decades of experience, spanning EU public and private sectors as well as academia, she teaches leadership, change, legal tech, AI, and organizational

performance. Valérie integrates philosophy, ethics, and design thinking into her work. Known for her groundbreaking insights at the intersection of technology, project management, and mindfulness, she inspires leaders to embrace digital transformation and personal growth to impactfully contribute to society using life-centric pathways.

Justin Turman is the founder of Automate Office Work and a passionate advocate for process-driven legal innovation. An American lawyer with a background in computers and linguistics, Justin spent a decade working in-house at a Fortune 500 company, where he transformed legal workflows by streamlining processes and automating his work.

Through LinkedIn, he shares insights via articles, tutorials, podcasts, and videos, helping legal professionals improve efficiency without unnecessary complexity or exorbitant costs. He firmly believes that process improvement should come before technology adoption. By leveraging small, nimble tools integrated into platforms like Office 365, organizations can achieve remarkable results without the risks of large-scale tech failures.

Justin's approach is practical, actionable, and rooted in real-world experience. His mission? To help legal teams harness the power of automation and smart workflows – without getting lost in the hype of new, expensive, and often underutilized technology.