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Are you ready to navigate the next wave?

Making your enterprise AI-ready

Navigating the next wave—making your enterprise AI-ready

There's little doubt that 2023 was the year that AI took the world by storm. 2024 is set to be the year that many organisations move from a posture of listen and learn, to one of action. Despite narrow AI having been a mainstay in our lives for many years already, the incredible promise of Generative AI captured the hearts and minds of people everywhere. Suddenly, AI went from being synonymous with engineering and algorithms to something synonymous with communication, creativity, and a new approach to the way we conduct business.

The legal industry (like all industries) now sits on the cusp of a transformative technological revolution; one that will change the way lawyers and law firms operate forever. And while there's no doubt that tech-forward lawyers still maintain a healthy dose of scepticism, having seen the tech hype cycle rise and fall in the past, this time is different. The use cases for Generative AI are almost endless, and have the potential to reshape everything from research to client interactions - the only question lawyers and firms need to ask themselves is, "are we ready for this?"

The recent LexisNexis® webinar outlined the practical measures lawyers and firms need to prepare to get future-ready. This whitepaper shares insights from **Natasha Blycha**, Managing Director, Stirling & Rose; **Jamie Buckley**, EVP & Chief Product Officer, LexisNexis; **Greg Dickason**, Managing Director, Asia & Pacific, LexisNexis and **Lindsay O'Connor**, General Manager Content & Content Strategy Asia & Pacific. It covers key facets of AI integration that are being encountered by many businesses, including:

- Ways to get AI-ready
- Risk mitigation
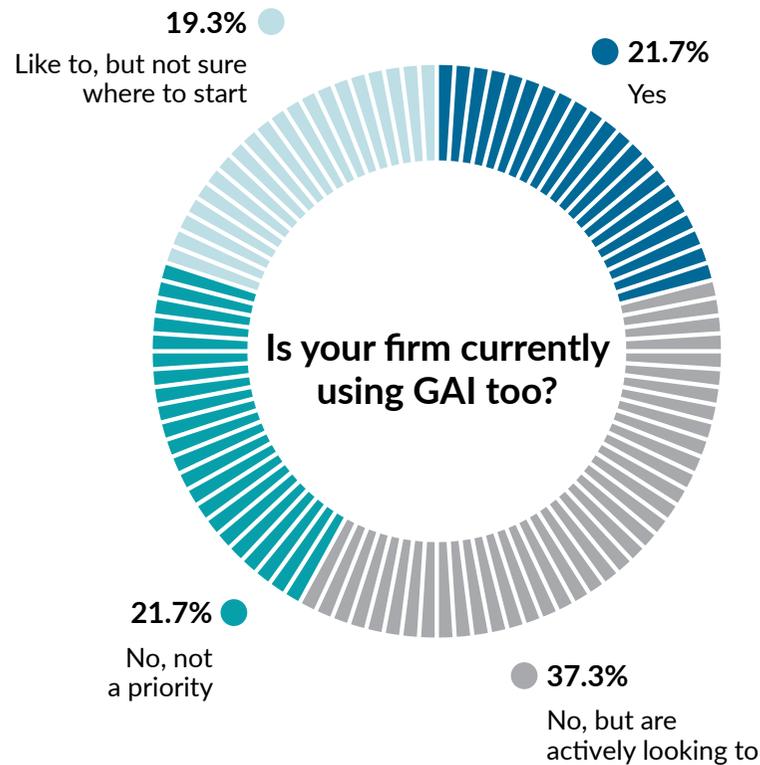- Change management
- Practical aspects of implementation

To view the full webinar, click here.
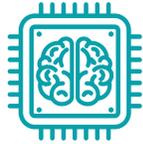
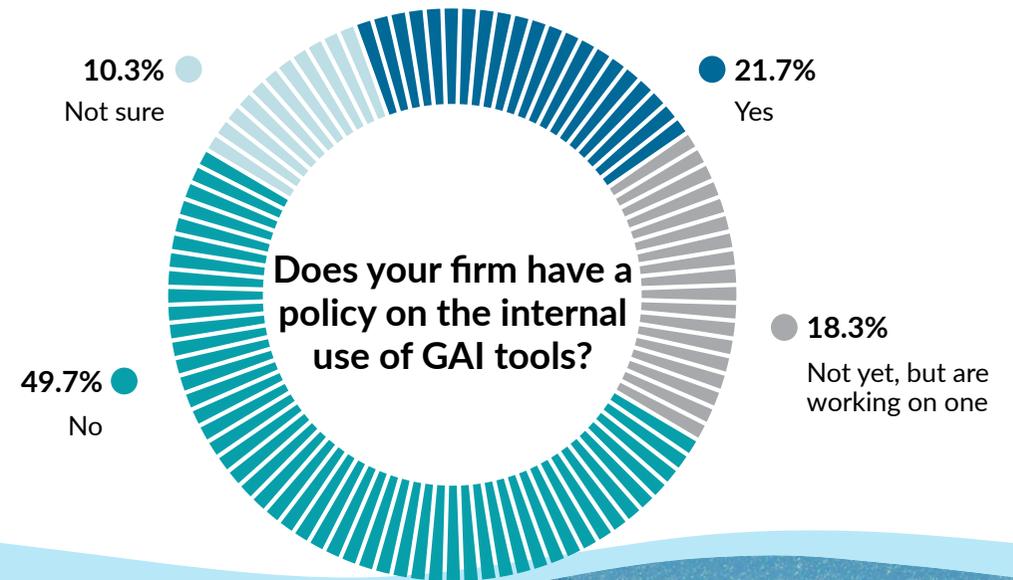# There are many ways to get AI-ready, but people are at the heart

With only ⅓ of firms currently using Generative AI tools, it's fair to say that there is a strong need to prepare all facets of the organisation to fully harness the opportunities at hand. Broadly speaking, there are three areas of readiness to focus on.

19.3%
Like to, but not sure where to start

21.7%
Yes

Is your firm currently using GAI too?

21.7%
No, not a priority

37.3%
No, but are actively looking to

People Readiness AI readiness is as much a change management issue as it is a technological one. If people in businesses are not equipped to rise to new challenges and embrace new ways of working, then any effort is ultimately doomed to fail. Digital transformation **must** run horizontally across the business; it doesn't just impact a particular team or function. And for law firms, which are often segmented and siloed, this is an area that requires special focus. Senior leaders should identify the skills and skills gaps that exist across the business within a broader AI strategy, explore where existing talent can be upskilled, and where external talent may need to be brought in (either through new employees or partnerships). In driving a cultural shift of this kind, it's important to motivate and incentivise excited employees. Linking tech-related outcomes to employee KPIs is one of the simplest and most effective ways to do this.

Data & Tech Readiness There is a common saying in the world of AI, "garbage in, garbage out". Put simply, if your data, content, and technology are not set up to provide the right inputs for AI, then the results will not be what you need. Lawyers and firms need to understand the existing data sets they have access to, and what the potential business value of them could be. This is not easy and requires a holistic view of how data, content and research are managed within the organisation. It's often then a case of finding the right tech partners to either build or implement the best tools for those specific use cases.

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Risk Readiness AI is a double-edged opportunity, in that it both works to reduce certain business risks, while introducing new ones. For example, an AI tool may increase efficiency in document review, but raise questions related to data governance. Every organisation must deal with the risk-vs-reward equation individually, in line with their specific risk appetite - but every organisation will need a strategy. A business's AI strategy should cover the full spectrum from use cases, to budget, tech and skill audits, as well as a risk assessment and mitigation framework. By doing this, businesses will not only ensure they're set up to take full advantage of any AI tools they implement, but also that they have plans in place should anything not work out as intended.

Does your firm have a policy on the internal use of GAI tools?

10.3% Not sure

21.7% Yes

18.3% Not yet, but are working on one

49.7% No

The practical aspects of implementations

Security

Cybersecurity is one of the top priorities for Boards, across all industries, in 2024. And more often than not, the desire to not experience a data breach or other incident translates into higher risk aversion and a reluctance to experiment with new technology. But the truth is that the risks of not using AI far outweigh the risks of using it; and by engaging with trusted partners, AI can be safely and effectively implemented into any business. For example, LexisNexis AI products are built only with trusted cloud providers like Amazon and Microsoft. Enterprise-level engagements like this allow a multi-model system (meaning one product may be built from many different Large Language Models based on their particular strengths), and these models are actually separate copies from the ones that are publicly available. This means that the data sets, the product, and the model itself are securely sandboxed behind enterprise-grade encryption.

Building an AI appetite within the business

While many businesses are excited at the potential opportunities of AI, comparatively few have the internal groundswell of support needed within the organisation for effective implementation. But for early adopters within a business who are trying to drive support, there are a few ways this can be achieved.

- **Legal Duties** Lawyers are bound to act in the best interests of their client, and there is growing recognition that AI-assisted service is often more efficient, cheaper, and provides better results. In order to be able to continue to fulfil that duty in the future, businesses need to get involved now.

- **Client Demand** Clients are increasingly aware of the capabilities of legal technology and the beneficial results it can provide. Client-side demand is one of the most compelling reasons for firms and lawyers to begin (or increase) investment in AI.

- **Competitors** The race for the most effective AI implementations is already well underway, and in the future, law firms will not just compete against their competitors, but against their competitors' AI models and tools as well. To stay competitive in years to come, investing in AI now is essential.

Addressing legal risks

In many businesses, there is the perception that engaging with any advanced technology (such as AI), can automatically place the organisation in a legal grey area as far as data collection and governance, data use, or more industry-specific regulation. While it would be incorrect to say there's no uncertainty when it comes to AI regulation, it is undoubtedly one of the most rapidly advancing areas of law today. Many businesses will already have a data collection policy; it's necessary to review that against all the relevant laws and regulations - and to bear in mind that these laws are different between jurisdictions. Secondly, it's important to remember that there are individual pieces of industry-specific legislation that may shape the way data and AI are used. Lawyers and firms should be cognisant that not all technology regulation exists within technology legislation!

Choosing the right tools

Since the arrival of Generative AI last year, there has been much speculation about data usage and ownership, and whether business data when put into a consumer-level engine like Chat GPT or Bard would be protected. The short answer, of course, is no. As with many free consumer tools on the internet, people are the product, and companies use the inputs, activity, and result data to continue training their models.

This is not the same for proprietary, purpose-built AI tools, which can be safely trained on a company's private business data and used within a business's particular cybersecurity protocols. Tools like Lexis+AI have the added advantage of being trained on specific data sets that are relevant to the legal profession, making them far more effective than any general-purpose tool. Existing tools like Lexis® Argument Analyser and Lexis Clause Intelligence can quickly identify the legal issues in a particular document and recommend clauses or particular research pathways based on an algorithmic understanding not only of specific legal data, but of what is useful in the research process itself.

Within LexisNexis tools, this advanced precision and relevance is heightened by an AI framework known as Retrieval Augmented Generation (RAG). RAG enables the model to be both grounded in the most up-to-date content, and to provide users with access to the sources that helped the model make its decisions. Within the legal world, where currency and explainability are two incredibly valuable assets, this can set certain AI tools apart from the rest.

While it may feel like the AI revolution is already well underway, in reality, this is just the beginning. The tools that are currently on the market or in development are tapping into a fraction of capability that will become available in the next few years. For businesses there is a significant opportunity to be realised - but only by acting quickly.

With every new technological revolution, there is always trepidation about how the future of work will change - but it's essential that lawyers and law firms embrace these new technologies and tools as much as possible to set themselves up for the effect that AI will have on law practices across the entire legal ecosystem.

One of the most effective ways to do this is to collaborate with innovative tech partners who already have years of experience in the development, implementation, and deployment of these technologies. As the already comprehensive suite of LexisNexis AI-powered research solutions continues to grow in 2024, this is a way to fast-track your journey, backed by one of the world's most extensive legal content libraries.

42.1%
Some are fully engaged

3.3%
All fully across

How would you describe your organisation's readiness to adapt GAI tools?

13.8%
Not a priority area

40.8%
Not quite ready

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