

**LEGALTECHTALK**

LEGALTECHTALK PRESENTS:

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- FEATURING -

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**Q** The legal industry has historically been slow to adopt new technologies. What do you see as the key factors that will determine whether AI becomes truly integrated into legal workflows versus remaining a peripheral tool?

**A** The legal industry's adoption of AI hinges on one fundamental question: can the technology meaningfully improve outcomes without increasing risk? Historically, the legal profession has been cautious with innovation—and rightly so. We operate in a risk-sensitive environment, where precision and accountability matter. That said, we're now at an inflection point.

Three key factors will determine whether AI becomes core to legal workflows or remains on the periphery:

**1. Trust through transparency and validation:** Lawyers need to understand how AI reaches its conclusions—especially in high-stakes matters like privilege review, issue coding, or fact development. Black-box models won't suffice. AI tools that offer explainability, auditability, and align with legal standards of defensibility will earn their place in core workflows.

**2. Seamless integration with human judgment:** AI should augment—not replace—lawyers' expertise. The most successful tools will be those that integrate naturally into existing platforms and workflows, empowering attorneys to make faster, better-informed decisions without disrupting how they work.

**3. Measurable value at scale:** Adoption will accelerate where corporations and legal departments see clear ROI—whether it's reducing document review time by 60%, surfacing critical facts earlier in discovery, or freeing up attorneys to focus on strategy instead of manual tasks. It's not about the novelty of AI—it's about results.

We focus on building tools that respect the complexity of legal practice while delivering real, measurable value. The firms and teams that lean into this shift—thoughtfully and strategically—will have a material advantage in both efficiency and insight.

**Q** **There's ongoing debate about AI bias and transparency in legal applications. How should the legal industry balance the efficiency gains of AI with the need for explainable and accountable decision-making in high-stakes litigation?**

**A** AI bias and transparency aren't just theoretical concerns in the legal field—they're mission-critical. When we're dealing with high-stakes litigation, where lives, livelihoods, or billions of dollars may be on the line, there is no room for shortcuts in accountability. Balancing efficiency with explainability starts with a simple principle: legal decisions must always be subject to human oversight. AI can accelerate the process, but it must never obscure the reasoning.

Here's how the legal industry can strike the right balance:

**1. Demand explainability by design:** We cannot treat AI as a black box. Legal professionals need to understand why a model flagged a document as privileged, or why it linked a record to a specific issue. Tools must offer transparency—not just in how they function, but in the outputs they generate. This means surfacing rationale, showing confidence levels, and allowing legal teams to interrogate the results.

**2. Establish rigorous validation protocols:** Before deploying AI in litigation, firms must stress-test models for potential bias—whether that's stemming from training data, labeling, or algorithmic design. We need clear metrics, validation sets, and continuous quality checks. This isn't just good practice—it's essential for defensibility in court.

**3. Keep humans in the loop:** AI should inform, not decide. The most responsible implementations put control in the hands of attorneys, enabling them to use AI to surface patterns or prioritize review—but with full ability to override, verify, or challenge the machine's conclusions.

Ultimately, the goal is not just faster review or better classification. It's to elevate the quality of legal analysis while upholding the profession's core standards of fairness, due process, and accountability.

**Q** **Looking ahead five years, what emerging technology or trend beyond current AI capabilities do you believe will be the next major disruptor in legal services, and how should legal professionals prepare for it?**

**A** Looking to the future, I believe the next major disruptor in legal services will be autonomous legal agents—AI systems capable of carrying out multi-step legal reasoning tasks, not just extracting information or summarizing content, but coordinating actions across workflows with minimal human intervention. Think of them as digital associates that can analyze a dispute, identify key legal issues, draft discovery plans, or even simulate opposing arguments based on evolving facts.

This shift is bigger than incremental efficiency gains—it's about transforming the very structure of how legal work is performed.

These agents will be able to reason across documents, timelines, people, and procedural rules, drawing inferences and making recommendations at a level of contextual understanding we don't see in today's tools.

To prepare, legal professionals should focus on three areas:

**1. Develop AI fluency:** Lawyers don't need to become coders, but they do need to understand how autonomous agents work, what their limits are, and how to collaborate with them effectively. Just as today's top lawyers are fluent in eDiscovery tools, tomorrow's will need to be fluent in AI orchestration.

**2. Reimagine workflows, not just tools:** This isn't about bolting new tech onto old processes. Firms will need to rethink how legal services are delivered—how matters are staffed, how quality is measured, and how risk is managed—when a machine can do in hours what once took a team days or weeks.

**3. Embrace new roles and value models:** As automation handles more of the routine legal work, professionals will be increasingly valued for strategic thinking, emotional intelligence, and domain-specific judgment. The legal industry will evolve to prioritize roles that guide, supervise, and ethically deploy these autonomous systems.

We're already laying the groundwork for this future—building systems that can not only understand what happened in a case but anticipate what needs to happen next. The firms that start preparing now will be the ones leading the profession, not reacting to it.