Amplify 2026

November 2-5 Scottsdale, AZ

Data Nerds Unplugged

The Analyst Session: Real stories about finding the right question, earning trust, driving action, and how AI is expanding what analysts can do.



Wolters Kluwer

ELM Solutions

Meet the panel

HM

Heather McClow

Lowe's

PANELIST

RR

Rebecca Runge

M&T Bank

PANELIST

AG

Anthony Gilbert

DHL

PANELIST

FACILITATOR **Jason Bender** | Wolters Kluwer ELM Solutions

Start with the panel and the room

OPENING QUESTIONS

- For each panelist: what kind of question do stakeholders bring you most often?
- Who spends more time clarifying requests than building the analysis?
- Who has built a report in the last year that nobody used?
- Show of hands: who is already using AI in their analytics work every week?

> **Set the promise: compare practices and tradeoffs, not platforms - and save real time for AI.**

Identify the right problem

LEADING QUESTION

Tell us about a time someone asked for a report, but the real business problem was different.

FOLLOW-UP PROBES TO COVER

- "Matters by business area" - what was the stakeholder really trying to learn about workload and risk?
- What questions surfaced the real need behind a new module or data request?
- How do you lock down scope up front - e.g., law firms only vs. all legal vendors?
- When someone says "you gave me the wrong data," how do you trace it back to the ask?
- What resourcing or staffing decision was hiding inside the request?

LAND ON: Understand the decision before designing the analysis.

Build trust in the answer

LEADING QUESTION

Before an insight can create change, people have to trust it. What does trust actually look like in your organization?

FOLLOW-UP PROBES TO COVER

- How do you fix a data quality reputation that is worse than the reality?
- Footnotes, caveats, cut-off dates: how much limitation detail is enough?
- How do you align everyone on the definition before the numbers get debated?
- How do you get attorneys to see why tracking the data matters at all?
- When a leader drops your data set into ChatGPT, how do you protect the context?

LAND ON: Trust comes from shared meaning and explainable context.

Turn insight into action - and prove the impact

LEADING QUESTION

Tell us about a time data changed a business decision. What happened differently on Monday morning, and how did you know it created value?

FOLLOW-UP PROBES TO COVER

- What changed: system access, ownership, staffing, or how legal spend is charged?
- How did spend data make the case to hire in-house instead of outsourcing?
- How do timekeeper rate history and benchmarks change rate negotiations?
- AFA vs. hourly: how do you prove which one delivered more value?
- Settle vs. defend: how do firm outcomes and "frequent filer" data shape the call?
- When savings are hard to prove, what evidence do you use to show impact?

LAND ON: Insights matter when behavior changes - impact is proof that something changed.

AI won't replace analysts. It lets them do more.

#1

Analytical thinking is the top core skill employers want - 7 in 10 call it essential.

39%

of core skills expected to change by 2030. AI and big data are the fastest-growing skills.

Roles ↑

Data entry is among the fastest-declining roles; big data specialists among the fastest-growing.

$ model

In legal, GenAI is expected to reshape client expectations and force new pricing models.

THE LEGAL OPS ANALYST JOURNEY

Report builder → **Data curator** → **AI supervisor** → **Decision partner**

> *AI shrinks the time to an answer. Analysts decide whether it is the right question, the right answer, and the right action.*

Sources: World Economic Forum, Future of Jobs Report 2025; Thomson Reuters Institute, 2025 Report on the State of the US Legal Market.

Burning AI questions for corporate legal

01

Garbage in, AI out

Are your matter, timekeeper, and UTBMS data actually ready for AI?

02

Predict, don't report

Could AI forecast matter cost and accruals better than outside counsel budgets?

03

Guardrails & privilege

What legal data should never go into an AI tool - and who decides?

Show of hands: Which one is keeping you up at night?

Your law firms use AI. Who captures the savings?

LEADING QUESTION

Outside counsel are using AI to work faster. How will you know whether those savings show up on your invoices - or only in their margins?

FOLLOW-UP PROBES TO COVER

- Your guidelines may ask about AI use - but how do you verify it on the invoice?
- Could a before/after time study of comparable tasks reveal real savings?
- Is faster cycle time the real AI benefit, rather than a lower invoice?
- Are firms passing their AI investment back to you through higher rates?
- What shift in task codes and staffing mix should you expect - and when?
- Do you need AI-specific task or activity codes in your system?

LAND ON: AI changes the economics of legal work - analysts are the ones who can prove it.

How AI is reshaping the data analyst role

LEADING QUESTION

How is AI changing what a data analyst actually does day to day - and what will the role look like three years from now?

FOLLOW-UP PROBES TO COVER

- Where has AI cut the time spent stitching spreadsheets together?
- Where has AI beaten Excel - e.g., fuzzy matching resubmitted invoices?
- If stakeholders ask ChatGPT about your data, how clean must the data set be?
- With natural language query on a data lake, who sets the guardrails?
- How do you stop people taking an agreeable AI answer at face value?
- Is prompt engineering now a core analyst skill?

LAND ON: AI won't replace data analysts - it multiplies what one analyst can deliver.

Thank you

To our panelists for sharing their stories, and to all of you for joining the conversation.

OUR PANELISTS

HM **Heather McClow**

RR **Rebecca Runge**

AG **Anthony Gilbert**