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Moving Work, Changing Expectations: The New Outside Counsel Conversation

November 3

Wolters Kluwer

ELM Solutions



Speakers



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The outside counsel conversation is changing

AI is the catalyst. The relationship is the opportunity.

1

Understand

how firms are responding to AI

2

Redefine

value and performance

3

Reassess

existing relationships

4

Engage

in different ways

From managing outside counsel to building more strategic, collaborative relationships

AI adoption is advancing. Is value keeping pace?

Two perspectives on an evolving market

Whitney | L.E.G.A.L. Intelligence

- **AI infrastructure** is advancing
- **Measurable client value** is lagging
- **Expectations** are not fully aligned

Kevin | Defense Counsel Summit

- **Direct dialogue** with ten defense firms
- **Evolving capabilities** and expectations
- **AI in the relationship** not just the workflow

The market is changing. Are our outside counsel strategies keeping pace?

When effort changes, what should we measure?

Moving beyond traditional metrics

1	**Quality**	Sound judgment and reliable work product
2	**Efficiency**	Cycle time and smarter delivery
3	**Impact**	Business outcomes and risk reduction
4	**Transparency**	Clear evidence of value delivered

Measure value delivered, not just effort expended

What does a “good” firm look like now?

Rethinking firm selection and evaluation

1	**Capability**	The right expertise for the work
2	**Technology**	A credible strategy and governance model
3	**Alignment**	Understanding of the business and its priorities
4	**Expectations**	Shared outcomes from the start

Evaluate firms against what you need today...and tomorrow

Do firms that don’t adapt still belong on your panel?

Moving from adoption to demonstrated value

1	**Adoption**	Look beyond activity to meaningful impact
2	**Alignment**	Set expectations for technology and governance
3	**Evolution**	Challenge and develop existing relationships
4	**Alternatives**	Know when a different provider is the better fit

Don’t just ask whether firms are adapting. Ask whether they’re delivering what you need.

Are we changing the economics or rethinking the model?

Beyond traditional outside counsel management

1	**Collaborate**	Build the relationship, not just compliance
2	**Align**	Create shared objectives and expectations
3	**Incentivize**	Explore different engagement models
4	**Experiment**	Test, learn, and continuously improve

Move from managing firms to strategically engaging them

Three actions to take back to your legal department

1. **Start a different conversation.** Ask firms how AI is changing their service delivery and how they're demonstrating value.

2. **Challenge your existing relationships.** Revisit firm selection, work allocation, and whether existing providers remain the right fit.

3. **Experiment together.** Select one category of work, establish shared objectives, try a different approach, and measure the results.



Resources

- Fore more information about L.E.G.A.L. or to purchase the L.E.G.A.L. Intelligence Report brought to you by LexFusion Intelligence, from Baretz+Brunelle, email: LFIntel@baretzbrunelle.com

