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Redesigning Legal Ops with AI in Mind



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Building legal operations for a different moment

Process

Repeatability

Structure

Consistency

Control

Governance

These foundations still matter.

But if AI can take on more execution and deliver more intelligence, what should legal ops become?

The question is no longer only how to improve the current function.
The question is how to evolve.

This is not about adding AI to today's operating model

It is an opportunity to redesign it

1

Own

What should legal ops intentionally own?

2

Authorize

Where should AI assist, influence or execute?

3

Evolve

What must change to turn intelligence into action?

The goal is not simply a more efficient legal operations function

It is a more valuable one

Discussion 1: Redefining the legal operations mandate

1

What should legal operations actually own?

If we were building legal operations today, what would we intentionally design it to own?

Discussion prompts

- What work on your plate genuinely requires legal ops, and what landed there because someone had to do it?
- Where are you spending time on repeatable tasks such as invoice review, billing issues, reporting, rate administration, or process compliance?
- Which activities should legal ops own, enable, automate, or stop doing?
- If AI gave you back meaningful capacity, what higher-value work would you spend that time on instead?

Readout: Share one thing legal ops should stop owning

Discussion 2: Human judgment vs. AI authority

2

When does AI cross the line?

Where should AI assist the decision, and where should it be allowed to make or execute the decision?

Discussion prompts

- Where could AI make or recommend a decision today, such as invoice review, rate analysis, billing compliance, or identifying firm performance patterns?
- Where does context, relationship knowledge, or institutional knowledge genuinely change the answer?
- What work are you comfortable letting AI flag, recommend, or execute?
- What is one decision you still want a person to make, even if AI can provide most of the analysis?

Readout: Share one decision AI should be allowed to influence or execute

Discussion 3: From intelligence to action

3

Is more intelligence producing better decisions?

We have more data and intelligence than ever. What organizational barriers are stopping us from realizing change based on that data?

Discussion prompts

- Where do dashboards, invoice data, rate benchmarks, or outside counsel data show something that does not change what happens next?
- Think of a recent rate negotiation, invoice issue, or outside counsel decision: what information did you have, and did it change the decision?
- When data points toward a different action, what gets in the way: authority, ownership, process, relationships, or resistance to change?
- What is one decision your team could make differently right now using data you already have?

Readout: Share one barrier that must change before better intelligence leads to better action

Do not use AI to preserve the operating model you already have

Use it to rethink what happens next

Redesign

What process or workflow would we build differently?

Release

What work could move without human intervention?

Create

What new capacity could legal ops create?

Enable

What better decision or outcome could that capacity enable?

The opportunity is not doing the same work faster.

It is redesigning what happens next.