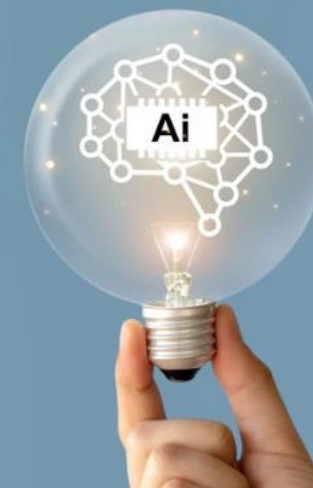


AI Roundtable 5: People, Skills & Structure

Gareth John & Kevin Hogarth

14 July 2026

AI Roundtable



Agenda

- ① Welcome - challenges, aims & topics
- ② Professor Madeleine Bernhardt - key concepts
- ③ AI Adoption & Incentives
- ④ Skills profile and development - the AI future lawyer
- ⑤ Organisational structure / headcount
- ⑥ Wrap up

Roundtable programme

Client Needs & Expectations - 25 March
AI Use Cases Partner Adoption - 22 April
Value, Scope & Pricing - 19 May
KPIs - 23 June

People, Culture & Structure - 14 July

Roundtable July 14, 2026



Prof. Dr. jur. Madeleine Bernhardt, LL.M. (Cologne/Paris I)
Maître en Droit | Diplom-Psychologist | Business Coach

© Prof. Dr. Madeleine Bernhardt

Risk of overfocusing on technology during transformation

MIT Sloan
Management Review

February 17, 2026

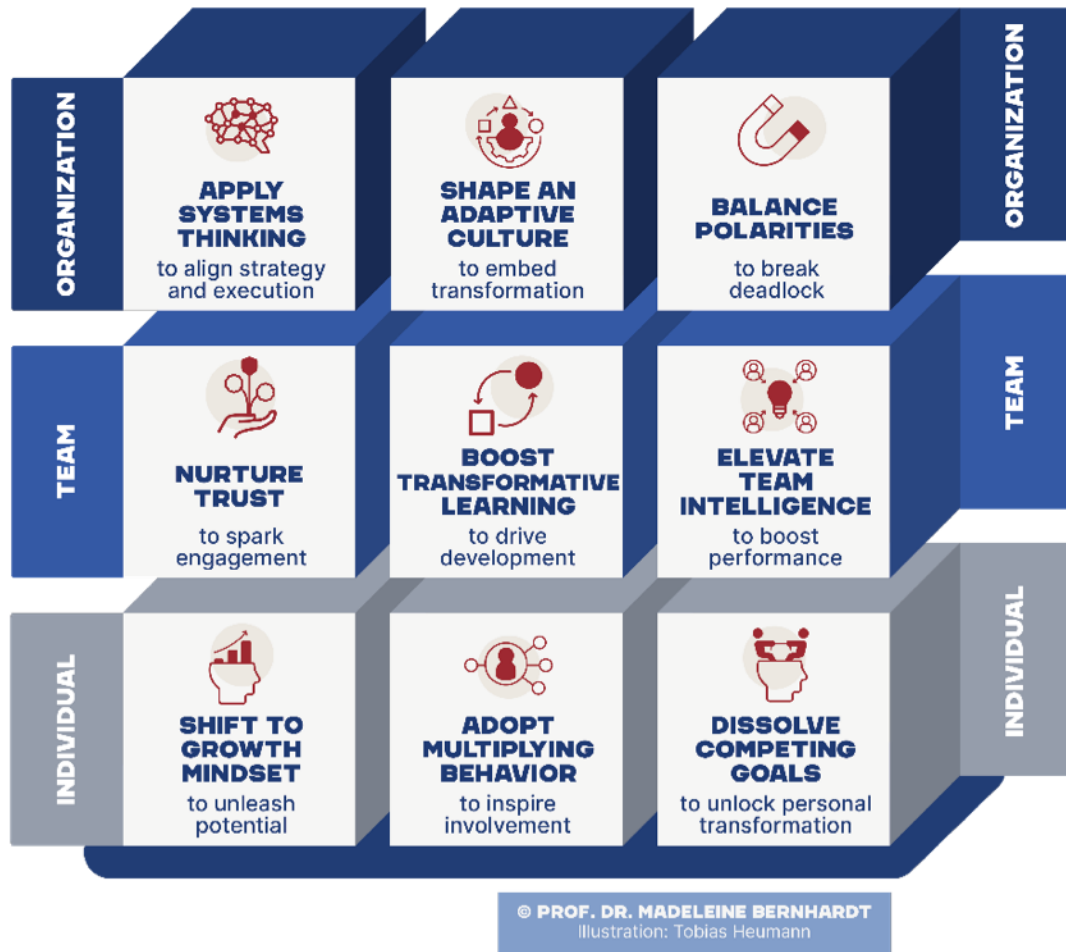
*“In our research, too often we found that **investments** in emerging technologies and data were not delivering **value**.*

Why?

*Leaders were more focused on the **technology** than on **people and culture**.”*



Prof. Linda A. Hill
Professor of Business
Administration at
Harvard Business School



Framework for leaders
to guide their firm's
transformation journey



How can you shape an adaptive learning and innovation culture?

A hand holding a magnifying glass over a circular scale. The scale has labels like 'EXCELLENT', 'GOOD', and 'QUALITY'. The background is dark and textured.

High adaptability is your greatest competitive advantage in times of transformation.

Adaptability is “the **critical success factor** during periods of transformation and systemic change. It allows us to be **faster and better at learning**, and it orients us toward the opportunities ahead, not just the challenges.”

„Being comfortable with being uncomfortable“:
Accepting uncertainty, asking open-ended questions,
challenging your own thinking



Curiously
exploring opportunities



Taking smart risks while
avoiding avoidable mistakes



A close-up photograph of a person's hand resting on a wooden surface. The hand is positioned on the left side of the frame, with fingers slightly curled. The wooden surface has a dark, textured grain. In the background, a large, circular, reddish-brown object, possibly a piece of wood or a bowl, is visible. The lighting is soft, creating a warm atmosphere.

Learning from mistakes,
giving and receiving
feedback



How can you **foster psychological safety** to enable high Human-AI team performance?



Psychological Safety – Basis for high performance during transformation

„a belief that the context is safe for interpersonal risk taking – that speaking up with ideas, questions, concerns, or mistakes will be welcomed and valued.“

High-trust environment: Foundation for high performance during transformation

MIT Sloan
Management Review

February 17, 2026

*“Leaders need to **create environments** where individuals feel supported in learning, where teams integrate data into decisions, and where leaders design systems that encourage thoughtful experimentation over time.”*



Prof. Linda A. Hill
Professor of Business
Administration at
Harvard Business School



© PROF. DR. MADELEINE BERNHARDT
Illustration: Tobias Neumann

How can you support
a **shift toward a
growth mindset** to
enable behavior
change?



Mindset and professional identity are deeply connected

Anticipated Consequences:

What might happen if I change behavior?

Beliefs about Ability:

Will I be able to think and act adaptively?

Felt Identity:

How do I create value?

How will acting differently change how I see myself?



Roundtable discussion

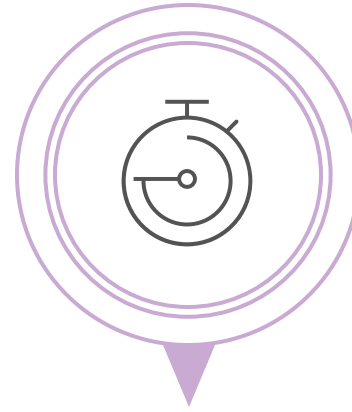
Adoption Challenges



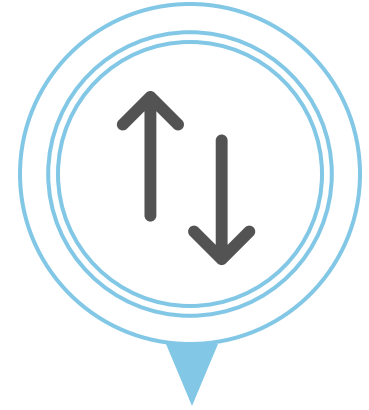
Lack of trust in AI
output



Confidentiality
concerns



Limited time for
experimentation



Misalignment
with billing
models

Key questions - Who is driving AI/Use Case adoption?

AI Adoption & Incentives

Q1 How are firms encouraging and incentivising the adoption of AI - what works well in practice and what are the challenges?

Q2 What governance are you putting in place (policy guardrails, accountability, verification standards, escalation routes) to clarify the role of AI vs the role of the lawyer in terms of human oversight and to ensure quality / consistency?

Considerations

- ◆ *Push / Pull balance (guidelines for use + managing questions / feedback)*
- ◆ *Leadership tone at the top*
- ◆ *AI power users / champions*
- ◆ *Communicating successful AI use cases regularly - momentum*
- ◆ *Embed AI competence - Job spec / performance objectives / remuneration*
- ◆ *Bonus linked to AI usage metrics*
- ◆ *Job insecurity - messaging / retention (reassurance - AI builds capability, not job displacement)*

Skills Profile & Development - the AI future lawyer



*We are drowning in
information, while
starving for wisdom*



E.O Wilson

- Q1** What are the key skills and attributes of the AI future lawyer?
- Q2** Apart from training on the AI tools, what are firms doing to develop those uniquely human skills that provide value for clients?

Skills Profile & Development - the AI future lawyer

Q1 Key skills to consider

- ◆ *AI literacy*
- ◆ *Flexibility & adaptability*
- ◆ *Curiosity & critical reasoning (scrutiny of AI outputs)*
- ◆ *Resilience / confidence (try / fail / learn)*
- ◆ *High EQ / interpersonal skills*
- ◆ *Learning agility (constant reinvention)*

Q2 Evolution of training

- ◆ *Drafting / validation labs where juniors develop judgment by challenging AI outputs under supervision*
- ◆ *Return to traditional partner supervision?*
- ◆ *Mentoring focused on legal reasoning, risks and client problem resolution*
- ◆ *Client relationship training (the “client value” discussion)*
- ◆ *Negotiation skills training*
- ◆ *Junior lawyer disengagement / retention of AI capable lawyers*
- ◆ *How is AI being used to deliver AI training?*

Organisational Structure / headcount

Q1 How are firms currently assessing the impact of AI on organisational structure and hiring decisions? Are you implementing a reduction in hires at the junior level and redesigning work flows?

Considerations

- ◆ *Firms still in “wait and see” mode?*
- ◆ *Hiring strategy*
- ◆ *New roles - AI Integration Leads (hybrid capability across law, ops and data)?*
- ◆ *Trends in the US?*
- ◆ *The new law firm – a pillar or an inverted diamond?*

Wrap up

- Session notes – distribution

- Further roundtable discussion topics?

- Networking event Sep / Oct 2026 (TBC)

- Thank you for your participation in the series
