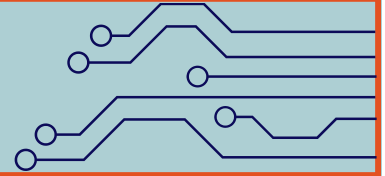


BUILDING A LAW FIRM AI STRATEGY:

Lessons from the American Arbitration Association's Transformation



COURSE OVERVIEW

This practical, actionable course is designed to empower law firm leaders to navigate and implement generative AI strategies within their firms. Using the American Arbitration Association's successful AI transformation as a guiding example, the course equips participants with the tools and insights needed to drive innovation, enhance efficiency, and stay competitive in a rapidly evolving industry. Each of the course's six modules requires approximately 30 minutes to complete, allows participants to learn at their own pace, and features an engaging mix of narrated videos delivering educational content, interviews with AAA leaders sharing their real-world experiences, slides and animated text emphasizing key points, interactive quizzes to reinforce learning, and downloadable worksheets to help participants apply concepts to their own organizations. Upon completion of the course, participants will have a comprehensive understanding of the tools, strategies, and leadership approaches needed to drive AI adoption in their unique law firm environments.

MODULE 1: AN URGENT NEED FOR TRANSFORMATION

In this initial module, participants will gain an understanding of the transformative potential of generative AI. They will explore both the opportunities and challenges related to AI adoption, laying the foundation for a strategic approach to innovation.



Learning Objectives & Major Topics:

- Understand the basics of generative AI, including what it is, how it works, and its implications for the legal industry.
- Explore the transformative impact of generative AI on the legal profession, law firm business models, and lawyer development.
- Identify the opportunities generative AI creates for innovation, efficiency, and competitive advantage in law firms.
- Acknowledge the challenges to adoption, including cultural resistance, ethical considerations, and practical barriers.



Incorporation of AAA Insights:

- An inspirational introduction by President and CEO Bridget McCormack shares the AAA's journey with AI transformation and the critical need for proactive leadership in adopting AI. Bridget highlights what learners will get from this program and emphasizes that the goal of AI transformation is to enhance, rather than diminish, human potential.



Accompanying Learner Worksheets:

- **Assessing Firm Readiness for AI Integration:** A reflection activity where participants evaluate the sense of urgency regarding AI adoption at their firms.
- **Overcoming Challenges to Adoption:** A problem-solving exercise in which participants identify potential barriers to AI integration at their firms and brainstorm actionable solutions.

MODULE 2: NOURISHING A CULTURE OF INNOVATION

Building a successful generative AI strategy requires more than just tools and technology; it demands a culture that embraces innovation. This module explores how law firm leaders can cultivate an environment like the AAA's where creativity, collaboration, and experimentation thrive—ensuring that generative AI becomes a source of value across the organization.



Learning Objectives & Major Topics:

- Align innovation efforts with the firm's mission and vision to ensure strategic consistency.
- Communicate the importance of adaptation and create shared values around AI adoption.
- Overcome resistance and skepticism by fostering enthusiasm and demonstrating clear use cases.
- Encourage organization-wide participation in innovation and leverage diverse perspectives.
- Establish psychological safety to support experimentation and risk-taking.
- Balance innovation with the pursuit of excellence in client service.



Incorporation of AAA Insights:

- AAA leader interview clips discuss the critical role of clear strategic goals, effective communication, and a leadership-driven culture in fostering innovation.
- Stories highlight successful practices, including crowdsourcing ideas, creating a culture of "friendly competition", and practical methods of engaging all levels of the organization.



Accompanying Learner Worksheets:

- Cross-Generational Collaboration: Develop plans to bridge institutional knowledge with fresh perspectives, promoting mutual learning and innovative idea generation.
- Innovation Case Builder: Align potential AI use cases with the firm's mission and vision, creating a compelling case for change.
- Change Agent Identification: Identify and empower key colleagues to act as champions for AI adoption and innovation.

MODULE 3: STRUCTURING INNOVATION PROJECTS

Turning the cultural readiness for generative AI into tangible results requires a structured approach. In this module, participants will explore the AAA's methodology for advancing innovation projects and learn how to apply these principles in their own firms. Through practical tools and examples, they'll discover how to evaluate, test, and implement AI initiatives effectively.



Learning Objectives & Major Topics:

- Understand the importance of a structured methodology for AI implementation, including idea aggregation and evaluation.
- Learn how to build an innovation process aligned with strategic goals and organizational needs.
- Explore techniques to establish productive environments for idea sharing and collaboration.
- Gain insights into piloting and refining AI projects through design sprints and iterative feedback.



Incorporation of AAA Insights:

- Features insights from AAA leaders on using an idea management platform to crowdsource and evaluate ideas, fostering collaboration across the organization.
- Includes real-world example of a successful AI pilot project and the steps taken to refine and scale its implementation.



Accompanying Learner Worksheets:

- Idea Submission Form Design: Create a custom template to standardize idea submissions, emphasizing strategic alignment, collaboration, and anticipated benefits.
- Mapping an AI Communication Framework: Develop a communication strategy to raise awareness, engage team members, and sustain momentum for AI initiatives.
- Design Sprint Planning for AI Projects: Outline a plan for testing and evaluating new AI tools, using metrics and collaboration to guide decision-making.

MODULE 4: STRATEGIC AI ADOPTION: USE CASES, CLIENT NEEDS & PRACTICAL APPLICATIONS

To harness the full potential of generative AI, firms must align its use with both their internal operations and client needs. This module focuses on identifying and prioritizing AI use cases, leveraging AI as a thought partner, and co-designing solutions with clients to deliver tailored, impactful outcomes.



Learning Objectives & Major Topics:

- Explore diverse AI use cases, from automating routine tasks to generating innovative client insights.
- Understand how to use AI as a thought partner to refine arguments, anticipate challenges, and enhance decision-making.
- Learn strategies for aligning AI initiatives with client needs and preferences through co-design and persona-driven approaches.
- Discover methods for prioritizing AI projects based on feasibility and potential impact.



Incorporation of AAA Insights:

- AAA leaders share practical examples, such as tailoring client engagement with persona prompting and co-designing solutions with forward-thinking clients.
- A case study highlights the value of client collaboration in creating effective solutions.



Accompanying Learner Worksheets:

- Use Case Brainstorm and Prioritization: Identify potential AI applications and evaluate them based on their impact and feasibility.
- Thought Partner Exercise: Simulate using AI as a peer reviewer to refine arguments, uncover weaknesses, and explore alternative perspectives.
- Co-Designing AI Solutions with Clients: Develop a collaborative plan for working with a client to address specific challenges through AI.

MODULE 5: SOLVING FOR THE INNOVATOR'S DILEMMA

In a rapidly evolving legal landscape, law firms face the challenge of balancing current success with the need to embrace disruptive innovations like generative AI. This module explores the paradox of the Innovator's Dilemma and offers strategies for adapting to change while safeguarding long-term viability.



Learning Objectives & Major Topics:

- Understand Clayton Christensen's "Innovator's Dilemma" and its implications for law firms.
- Differentiate between sustaining and disruptive innovations and identify why generative AI falls into the disruptive category.
- Learn the importance of the value network and how it shapes decision-making in response to innovation.
- Explore the role of resource allocation and organizational processes in supporting disruptive change.
- Discover how creating autonomous business units can help firms adapt and innovate without disrupting their core operations.



Incorporation of AAA Insights:

- AAA leaders share how their organization addressed the Innovator's Dilemma by acquiring a startup and creating a for-profit subsidiary to focus on new markets and technologies.
- Examples highlight the value of autonomy, a bias to action, and leadership support in fostering innovation.



Accompanying Learner Worksheets:

- Autonomous Business Unit Planning: Design a plan for creating an independent unit to explore disruptive innovations, including its focus, structure, and connection to the parent firm.
- Firm Readiness Assessment: Evaluate your firm's preparedness to tackle the Innovator's Dilemma and identify areas for improvement.

MODULE 6: ORCHESTRATING CHANGE

Implementing generative AI is not just a technological challenge, but a leadership one. This final module emphasizes the role of strong leadership in orchestrating change, maintaining a focus on the human element, and guiding teams toward a shared vision for the future. A roadmap of next steps will be shared to guide participants as they set out to implement change in their firms.



Learning Objectives & Major Topics:

- Recognize the critical role of leadership in driving AI adoption and creating excitement rather than fear.
- Understand the importance of clear communication and leading by example to inspire trust and engagement.
- Highlight the enduring value of human qualities, such as empathy and strategic thinking, in an AI-augmented workplace.
- Explore a roadmap for change tailored to law firm environments, emphasizing entrepreneurial thinking and future-oriented strategies.



Incorporation of AAA Insights:

- Features significant insights from Bridget and team members on effective leadership, communication, and the human element in AI transformation.
- Includes advice on adapting to change, thinking entrepreneurially, and maintaining focus on long-term goals.



Accompanying Learner Worksheets:

- Personal Action Plan: Develop a personal action plan for advancing AI adoption within the firm focusing on both immediate actions and long-term goals, and identify metrics for measuring success.
- Scenario Planning: Use a scenario planning exercise to explore potential outcomes of AI integration, inspired by the AAA's experience.
- Crafting a Press Release: Envision a successful AI transformation at the firm and articulate its impact through a simulated press release.

