AI & TECHNOLOGY · A DOMAIN OF THE LEGAL OPERATING SYSTEM

AI & Technology: the LOS control layer

How to run AI as a firm-wide programme

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This pillar sits inside the Legal Operating System

AI & Technology is the control layer - it cuts across every other pillar

STRATEGY (APEX)	OPERATIONS	PARTNER PAY	PRICING	AI & TECHNOLOGY
Where to play and how to win. AI changes the choice of where to compete.	The economic engine. AI compresses the process maps.	The pay architecture. AI redesigns the leverage pyramid.	How work is priced. AI pressure lands here first.	The control layer. One architecture, one register, one governance frame, one measurement discipline.

Pricing is where the AI story shows up on the invoice. Operations is where it shows up in process maps. Talent is where it shows up in leverage. Strategy is where it shows up in the firm's choice of where to compete. The AI pillar's job is to make all four coherent.

In the UK top 100, procurement is ahead of programme

The gap between tools owned and value realised is where the AI pillar earns its keep

60% / 40%

~60% of UK top-100 firms have procured at least one firm-wide AI tool; ~40% can produce measurement data behind it.

23% ADOPTION

Average pilot adoption after six months sits at ~23% of invited seats across public Copilot pilots in professional services.

PIECEMEAL

AI tools are often bought one practice group at a time, so the overlap between them goes unmapped until someone audits the stack.

ONE POLICY

Among the 55 UK firms publicly running AI deployments, under half have a partnership-endorsed AI policy; most have a draft.

The disconnect is procurement without programme: tools acquired piecemeal, no overlap view, no measurement, no governance behind them. The AI pillar reads which gap applies to your firm and in what order the fixes land.

The five ways an AI programme stalls

A firm can be on three patterns at once - different practice groups, different failures

UNREGULATED ENTHUSIASM	PILOT-FOREVER	GOVERNANCE FIRST	DEFERRED	SCRAP-HEAP INTEGRATION
Partners procure point tools; eight-to-twelve licences; no overlap view; no measurement; no written policy. Licence numbers look big; nothing runs on client work.	Sixty-lawyer Copilot pilot runs 18 months. Adoption plateaus at 23%. Pilot owner cannot say whether to scale, pivot or stop.	Committee drafts a policy that bans everything useful. Adoption goes underground. Firm now carries shadow-IT risk on top of the original risk.	Firm takes wait-and-see. Two years later, insurer renewal, panel RFPs and client questionnaires ask questions the firm cannot answer.	Historic DMS, PMS, email security, CLM are not integrated with the AI stack. The new Copilot deployment cannot read where the work lives.

The five patterns are not sequential. The pillar's first job is to read which patterns are live in each practice group, because the governance, measurement and procurement frames each need to hold the resulting plan.

Five stages: Reactive to Compounding

Each stage asks for a specific capability move before a firm can move up.

REACTIVE	EXPERIMENTING	DEPLOYING	GOVERNED	COMPOUNDING
Respond to individual requests. No strategy, no budget line, no policy, no measurement. Default position for UK firms outside the LB50 in early 2026.	One or two pilots with no go-decision frame. Pilots produce no usable data. Strategy drafted at COO / CIO level without partnership endorsement.	Firm-wide tools procured. Rollout to practice groups in progress. Adoption uneven. First measurement data lands, usually inconclusive.	The four control artefacts in place: endorsed strategy, enforced policy, consolidation plan with retirement decisions, measurement discipline reading matter-type economics.	Past governance into commercial realignment. Pricing moved to AFA where AI changes economics. Leverage redesigned. Partner pay reflects AI-augmented delivery.

The Phase 2 Operating Model Position reads a firm against this anchor, names the gating dimension, and sets up the three capability moves Phase 3 runs.

AI changes different matter types in different ways

The AI impact is not uniform - the pillar reads the firm's portfolio before any procurement decision

CATEGORY 1 · DISRUPTED	CATEGORY 2 · COMPRESSED	CATEGORY 3 · SELECTIVELY AUGMENTED	CATEGORY 4 · UNCHANGED
High volume, standardised, document-heavy. AI shifts cost structure by 40-60%. Pricing must move to fixed or capped or the margin walks. Due diligence, basic contract review, discovery.	Mid-complexity advisory. AI shifts cost by 20-30% on the drafting phase; judgement work unchanged. Hybrid pricing (base + variable). Commercial advisory, employment, regulatory.	High-complexity bespoke. AI augments research and drafting at the edges; core judgement unchanged. Hourly viable; disclosure matters. M&A strategic, litigation strategy, novel structures.	Pure judgement, no document corpus. AI has limited impact for 3-5 years. Hourly viable; firm must defend its value. Advocacy, policy, board advice.

The segmentation composes with the Pricing pillar. The AI readiness results show which matter types are already in Category 1 or 2; the Pricing Engine prices each category to the matter type the firm actually runs.

Eleven platform categories across the legal estate

The map Alt-V uses to read the legal-tech market

AI assistant / horizontal	Firm-wide generative AI across drafting, summarisation, research. Microsoft 365 Copilot, Harvey, ChatGPT Enterprise, Claude for Legal.
Contract review / CLM AI	Clause-level review of inbound contracts; redlining; playbook enforcement. Luminance, Spellbook, Della, LinkSquares.
Due diligence AI	Document-level review on transactions; data-room analysis. Kira Systems, Luminance Diligence, HighQ AI.
Legal research AI	Case law, statute, commentary research with generative synthesis. Lexis+ AI, Westlaw Precision, vLex, CoCounsel.
eDiscovery AI	Review of large document sets for litigation; TAR, predictive coding. Relativity aiR, Everlaw, DISCO, Brainspace.
Knowledge / precedent AI	Firm-internal knowledge grounding; precedent retrieval. iManage RAVN, Litera Review, NetDocuments ndMAX, Jylo.
Transaction / matter mgmt	Signing, workflow, closing-document tracking across transactions. Legatics, HighQ, Litera Transact, Opus 2.
Document lifecycle / drafting	Template-based drafting, document assembly, proofing. Litera Platform, Clarilis, Contract Express, Avvoka.
Workflow automation	No-code legal workflows; approval routing; intake forms. BRYTER, Neota, Josef, HotDocs, Mendix.
Operations & finance	PMS, billing, accounting, pricing, timekeeping. Elite 3E, Aderant, BigHand, Clocktimizer, Virtual Pricing Director.
Governance & security	AI policy, model monitoring, DLP, incident response. Microsoft Purview, Tessian, Egress, Credo AI, OneTrust AI Governance.

Twelve dimensions, five-level scale, floor rule

The diagnostic reads capability across surfaces 1, 3 and 4 - the Scorecard reads surface 3 at depth

Strategy & Leadership	Firm-level AI strategy, executive sponsorship, board / exec-committee AI literacy. Owner: Managing Partner.
Partnership Governance	Decision rights, sponsor coalition breadth, practice-group autonomy vs firm-wide standards. Owner: MP / COO.
Data & Knowledge Management	DMS hygiene, taxonomy depth, precedent quality, AI-grounding readiness. Owner: Head of KM.
Technology & Integration	Cloud posture, PMS / DMS integration, AI tool stack, security architecture. Owner: CIO.
Talent & AI Literacy	Role-based literacy, training depth, champions, recruiting posture. Owner: HR / KM Lead.
Culture & Change Readiness	Prior change track record, change appetite, ADKAR readiness. Owner: COO.
Operating Model & Process	Workflow redesign, 10-20-70 spend split, organisational model. Owner: COO.
Governance, Risk, Responsible AI	AI policy, NIST GMMM coverage, ISO 42001 alignment, COLP accountability. Owner: Risk Partner / COLP.
Regulatory & Professional Conduct	Jurisdictional matrix, per-court permitted use, disclosure obligations. Owner: COLP / Risk Partner.
Partner Economics & Pricing	Billable-hour vs AI-efficiency tension, AFA pilots, leverage redesign. Owner: CFO / Managing Partner.
Value Realisation & Measurement	KPI discipline, baseline-and-measure protocol, governance reporting cadence. Owner: CFO / COO.
Pilot Discipline (Mode A alt.)	Charter, success criteria, go / no-go decision discipline before procurement. Owner: COO.

Five clusters, twenty questions, jurisdiction-sensitive

The overall band is the lowest cluster band - the firm cannot read strong when any cluster is weak

Policy & tool control · priority 3	Whether the firm controls which tools are in use and what may go into them. Register, policy, data-rules, approval route.
Training & competence · priority 5	Whether the people using AI have been taught its failure modes - and whether records would show it. Attendance, failure-mode coverage, supervisor awareness, induction.
Output verification · priority 1	Whether AI output is checked before it is relied on, and whether anyone could prove it. Written procedure, citation checks, matter-file records, tier scaling.
Supervision & accountability · priority 2	Who actually owns AI oversight - management through structures, or each fee-earner alone. Named owner, where responsibility sits, use review, board touch.
Client disclosure & incident response · priority 4	What clients and courts are told, and what happens when something goes wrong. Position on notification, panel questionnaire readiness, incident protocol.

> **Priority breaks ties when the overall band is driven by multiple clusters. Verification is priority 1 because a verification failure is a client, insurer and court problem on the same facts.**

Three tools: Architect reads the estate · Diagnostic reads capability · Scorecard reads control

Each tool reads a different surface; the engagement reconciles where their findings disagree

LEGAL TECH ARCHITECT

A tool-stack audit over the firm's live estate. The vendor-overlap map surfaces consolidation targets across the firm's capability map.

AI READINESS DIAGNOSTIC

12 dimensions, 5-level scale, floor rule. Express path ~10 min for an indicative report; Full path ~40 min for a comprehensive report with evidence capture. Mode A (no AI deployed) swaps Pilot Discipline in for Value Realisation.

AI GOVERNANCE SCORECARD

5 clusters, 20 questions, UK / AU editions. ~15 min to complete. Overall band is the lowest cluster band; headline gap broken by priority (verification first). Reads whether the firm would survive insurer, panel or court questioning.

Enderby Finch · Express path, Mode B · Developing overall

Floor rule fires on measurement - the gating dimension that caps the overall band

Strategy & Leadership · L2 Developing	Strategy drafted at COO level; not partnership-endorsed; budget exists for tools, not for programme.
Partnership Governance · L2 Developing	Committee stood up; met twice; no decision rights documented; practice-group autonomy dominant.
Data & Knowledge Mgmt · L3 Established	iManage DMS firm-wide; taxonomy adequate; precedent quality mixed by practice group.
Technology & Integration · L3 Established	Azure cloud; iManage Work integrated; AI tool stack present but piecemeal; security adequate.
Talent & AI Literacy · L2 Developing	Ad-hoc Copilot training (60 lawyers); no role-based literacy; no champions network.
Culture & Change Readiness · L2 Developing	Prior change track record mixed; the 2024 PMS migration ran 9 months late.
Operating Model & Process · L2 Developing	No workflow redesign to date; the AI tools sit on top of existing processes, none of which has been redesigned.
Governance, Risk, Responsible AI · L1 Nascent	No partnership-endorsed AI policy; draft exists; NIST GMMM not referenced; COLP informal.
Regulatory & Prof. Conduct · L2 Developing	Jurisdictional matrix exists but has not been reviewed against SRA Oct 2026 guidance.
Partner Economics & Pricing · L1 Nascent	No AFA pilots; leverage unchanged; partner-pay model has not responded to AI efficiency.
Value Realisation & Measurement · L1 HEADLINE GAP	No KPI discipline; the 2026 Copilot pilot cannot answer the CEO's scale-pivot-stop question.
Pilot Discipline (Mode B · not scored)	Mode B - the firm has live deployment; Pilot Discipline swaps out for Value Realisation.

Enderby Finch · UK edition · overall Weak

Verification is the headline gap - the gating cluster at priority 1

Policy & tool control · Weak	Register exists but not current; policy drafted but not partnership-endorsed. The AI Policy (Policy Stack Configurator) is the artefact that closes this.
Training & competence · Weak	Ad-hoc Copilot sessions; no records; failure modes not covered. Role-based training with records that would survive an insurer's proposal form.
Output verification · Red · HEADLINE GAP	No written procedure; authority / citation checks informal; cannot show verification for a given matter. Written verification protocol by destination (internal / client / court) is the first move.
Supervision & accountability · Weak	Governance committee exists but no decision rights, no cadence, no standing agenda. Named ownership with real mandate and the COLP at the table.
Client disclosure & incident response · Weak	No position on client notification; could not answer a panel's AI questionnaire today. Position-plus-practice: engagement terms, matter-level judgement, disclosure record.

Headline gap is Output Verification: Red because the firm has no written procedure. Priority breaks the tie among the gating clusters. Verification first, then supervision, then policy, then disclosure, then training.

What a partner says to the board when the AI programme is scoped

Four points, each verifiable and each composable with Pricing, Operations and Partner Pay.

1. WHERE WE ARE

Our AI Operating Model Position reads Experimenting-into-Deploying. We have eight tools and no measurement data. The gating dimension is measurement.

2. WHAT WE WILL DO

Three capability moves in parallel over 12-16 weeks: measurement discipline on the Copilot pilot; vendor consolidation plan from the Architect audit; partnership-endorsed policy with the four cluster disciplines.

3. WHAT THIS BUYS

A go / pivot / stop decision on the pilot at week 16, backed by data. A decision on which one or two overlapping tools to retire. A policy that would survive an insurer's proposal form.

4. WHAT COMES NEXT

The AI readiness results are the input for the Pricing pillar's re-pricing of Category 2 matter types, the Operations pillar's workflow redesign, and the Partner Pay pillar's leverage review.

Twelve-to-sixteen weeks across four phases

Shorter eight-week engagement covers Phase 1 and Phase 2 only

WEEKS 1-4 · STRATEGY + ARCHITECTURE

Three diagnostics run. Architect reads the current estate. Partnership consultation on strategic ambition. Draft AI strategy and vendor consolidation plan.

WEEKS 5-8 · GOVERNANCE + POLICY

AI governance committee stood up with decision rights. Policy Stack Configurator builds the policy. Training programme designed. Client disclosure position written.

WEEKS 9-12 · MEASUREMENT + REALISATION

Baseline KPIs by matter type. Measurement protocol. Governance reporting cadence. AI Programme Health Dashboard stood up. Leading-indicators dashboard live.

WEEKS 13-16 · PARTNER-ECONOMICS ALIGNMENT

Which matter types move to AFA. Which practice groups' leverage redesigns. Which partner-pay dimensions reflect AI-augmented delivery. Composes with Pricing and Partner Pay pillars.

The pack and the three tools are the first readings. The real engagement is Phases 2-4, which stand up the governance committee, write the policy, build the measurement discipline, and land the commercial realignment.

If an insurer asked tomorrow, could you say what AI is running on client work, and prove it?

Alt-V's AI pillar finds where your AI programme is weakest and sets the first interventions it needs.

Six pillars in one architecture, with one instrument per domain

Each pillar carries one briefing, one short summary, one sample pack and one deck

Strategy (apex)	Rumelt kernel + Martin cascade + Firm-of-the-Future archetypes · Strategy Maturity Diagnostic.
Operations	LOMM 5-stage × 5-dim + 10-function BOM + Process Discovery Engine · Ops Maturity · Ops Benchmark.
Partner Pay	TEM 5-level model + 11-model partner-rem taxonomy + 8-criteria Decision Framework · Partner Rem Health Check.
Pricing	Toby Brown 4-category + 10 commercial models + 7-dim matter and firm diagnostics · Pricing Engine · Panel Bid Economics · Panel Bid Builder.
M&A	6-dimension integration framework + lateral economics + successor-practice model · Integration Scorer · Lateral ROI · Lateral Retrospective.
AI & Technology	AI Operating Model 5-stage + 11-category Legal Tech Atlas + 12-dim readiness + 5-cluster scorecard · Legal Tech Architect · AI Readiness Diagnostic · AI Governance Scorecard.

> **Each pillar is an instrument. The LOS is the architecture that makes them compose: the AI readiness results are the input for the Pricing pillar's re-pricing of Category 2 matter types, which is the input for the Partner Pay pillar's leverage redesign, which is the input for the Operations pillar's organisational model.**