

# Adopting AI in Law Firms: Balancing Innovation, Efficiency, and Ethical Practice

## A Practical Example with Advokatene Leiros & Olsen

### Executive Summary: Generative AI Adoption in Law Firms by Jørgen Leiros

Jørgen Maurstad Leiros, as part of his MSc in Business Administration and Data Science, conducted an in-depth analysis of **Generative AI adoption in law firms**, specifically evaluating its **potential, risks, and implementation strategies** at **Advokatene Leiros & Olsen**, a Norwegian law firm. His work integrates **AI maturity models, legal compliance frameworks, and business adoption strategies** to assess how AI can enhance efficiency while ensuring ethical and legal compliance.

#### Key Focus Areas:

1. **Evaluating AI's Impact on Legal Work** – Through industry research and case studies, Jørgen analyzed how **Generative AI improves efficiency** in document review, legal research, and compliance, potentially **saving lawyers up to 200 hours per year**.
2. **Regulatory Considerations: AI Act & GDPR** – The study explored how **European AI regulations** and **GDPR compliance** affect law firms, emphasizing the **need for strict data security, transparency, and ethical AI usage** in handling sensitive client data.
3. **AI Maturity Model (AIMM) Analysis** – Using AIMM, Jørgen assessed the **firm's AI readiness** across seven dimensions (culture, strategy, ethics, technology, privacy, data, and organization). Findings indicate the firm is in a **Novice-to-Explorer stage**, lacking AI infrastructure, structured policies, and clear adoption strategies.
4. **Technology Adoption Framework (UTAUT) Insights** – Conducted **interviews with legal professionals**, revealing **hesitation due to lack of AI guidelines, concerns about transparency, and skepticism about AI's reliability**. Younger lawyers were more open to AI, while senior professionals required more structured training.
5. **Business Models for AI Integration** – Evaluated three AI adoption approaches:
  - **Subscription-Based AI (e.g., ChatGPT Enterprise)** – Cost-effective and easy to implement, ideal for smaller firms.
  - **Fine-Tuning AI Models (e.g., Mistral AI)** – More tailored but requires significant investment (~\$20,000+).
  - **Developing Custom AI Solutions** – Highly resource-intensive (~\$100,000+), suitable for large firms.**Recommendation: Subscription-based AI** is the most feasible option, balancing cost, compliance, and accessibility.

#### Strategic Recommendations:

- **Enhance AI literacy** through structured training programs.
- **Implement clear ethical guidelines** for AI-assisted legal work.
- **Improve data management and compliance measures** to align with GDPR and AI Act regulations.
- **Adopt a gradual AI strategy**, starting with low-risk, **subscription-based AI solutions** and scaling based on regulatory developments.

Through this research, Jørgen has demonstrated **expertise in AI strategy, legal compliance, and business technology adoption**, providing **actionable insights for law firms navigating AI transformation**.

## Introduction

The recent publicity surrounding AI has been significant, and business executives are acutely aware of its potential. Despite the high costs and challenges of understanding the specific applications of AI within a given business context, studies suggest that highly skilled professionals using generative AI within the boundaries of its limitations can increase their efficiency by 40% (Dell'Acqua et al., 2023). Text generation and extensive data processing, which fall well within today's AI capabilities, are among the most labor-intensive processes in a law firm.

According to the report "The Future of Legal Work? The Use of Generative AI by Legal Departments" by Deloitte, generative AI is set to revolutionize the legal sector (Deloitte, 2024). In a survey of legal departments, 79% of respondents indicated that generative AI will have a moderate to significant long-term impact on legal work, with AI tools already driving efficiency gains of 25–50% in key areas like document review, eDiscovery, and compliance checks. The report emphasizes that law firms must adopt these technologies swiftly to stay competitive, as AI can unlock significant value through automation and improved accuracy in legal processes.

Thomson Reuters highlights the transformative impact of AI on professional services, particularly in the legal industry, where it's freeing up approximately four hours per week—or 200 hours per year—for legal professionals. This reclaimed time presents an opportunity to reinvest in strategic work and professional development, fostering innovation and improving work-life balance. Such reinvestment drives individual growth and contributes to economic success, with U.S. lawyers potentially translating these time savings to up to \$100,000 in additional billable hours annually (Thomson Reuters, 2024). By enabling professionals to focus on high-value, strategic activities, AI enhances personal well-being and strengthens firms' competitive positioning in a complex legal landscape. However, the integration of AI is not without challenges, as automation may lead to job displacement, particularly for roles involving routine tasks. The World Economic Forum's Future of Jobs Report (2023) warns that up to 23% of jobs could face structural turnover by 2027, prompting firms to reevaluate workforce strategies and invest in reskilling to address these shifts effectively.

Advokatene Leiros & Olsen is a small law firm based in Norway with 12 employees spread across offices in Tromsø, Oslo and Sogndal. Their business model can be described as delivering high-quality legal services while managing profitability through efficient billing and staffing

practices. A law firm's main value proposition for their clients can be measured in competitive pricing, the quality of their services and efficient handling of their cases. All of these factors have the potential to be improved through the use of AI. However, for a small Norwegian law firm like Advokatene Leiros & Olsen, integrating AI solutions poses several challenges, including the high cost of implementation, the need for specialized expertise to tailor AI tools to legal processes, and concerns about data privacy and security, particularly when handling sensitive client information.

## Literature

Generative artificial intelligence (AI) describes algorithms that can be used to create new content, including audio, code, images, text, simulations, and videos (*Google Cloud*, n.d.). It is powered by foundation models<sup>1</sup> that use machine learning to learn patterns and relationships of data points in datasets, and then use these patterns to generate new content. These foundation models can multitask and perform "out-of-the-box" tasks such as summarization, Q&A, classification, and more. In this context, "out-of-the-box" refers to the ability of the generative AI models to perform tasks immediately upon deployment, without the need for significant customization, fine-tuning, or additional training. However, with minimal further training, these foundation models can also be adapted for targeted use cases with very little training data.

## AI Act

The AI Act (AIA) was proposed by the European Commission in 2021 to promote responsible and ethical development and use of AI in Europe while setting an example for the rest of the world (European Union, 2024). It aims to safeguard fundamental rights and safety, strengthen investment and innovation in AI across the EU, and reduce administrative burdens for SMEs. The European Commission acknowledges that many AI systems do not pose a risk to people and businesses and to avoid putting excessive regulatory strain on such systems, they have introduced a risk-based approach to regulating AI. High-risk applications, such as those affecting safety or public services, face stricter regulations, while low-risk systems, like spam filters or games, operate with minimal oversight.

Critiques of the AIA center on its broad scope, compliance challenges, and impact on innovation (Vainionpää et al., 2023). Its expansive definition of AI risks encompassing everyday data processing, potentially stifling innovation, while attempts to regulate future technologies may

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<sup>1</sup> Foundation models are models trained on large datasets, making them adaptable to a wide variety of tasks such as understanding language, generating text and images, and conversing in natural language (AWS, n.d.).

shift resources away from practical applications. The lack of sector-specific guidelines for industries like healthcare and law enforcement further limits its effectiveness. Compliance requirements, including "error-free" data for self-assessment, are seen as impractical, and mandated Explainable AI for high-risk applications often fails to reliably clarify decisions, undermining transparency efforts. Finally, determining the appropriate risk category and addressing issues of accuracy and bias in foundation models present significant challenges, particularly for professional users navigating the complex regulatory landscape.

## GDPR

General Data Protection Regulation (GDPR) is a EU regulation directly applicable in all member states, ensuring responsible, secure and transparent collection and processing of personal data (European Parliament, 2023). For small and medium-sized firms, AI adoption becomes particularly complex as they must ensure both the technology and its use comply with GDPR requirements to protect data privacy and mitigate AI-driven risks. This responsibility applies whether the firm develops its own AI system or uses an external one.

When a company uses an externally developed AI, like a pre-trained model (e.g., ChatGPT), Article 28 mandates that they must ensure any data processor (the AI provider) complies with GDPR standards through a Data Processing Agreement (DPA) (Trzaskowski & Sørensen, 2022). This agreement ensures the AI provider respects the principles of the GDPR listed in Article 5, such as data minimization and purpose limitation, and protects confidentiality through robust security measures outlined in Article 32. Additionally, Article 24 places responsibility on the company to demonstrate that third-party AI tools align with GDPR requirements, holding them accountable for verifying compliance and securing client data.

If a company develops its own AI, Article 25 (Privacy by Design and by Default) becomes essential, requiring companies to incorporate GDPR principles directly into the AI's development process, from data collection to storage (Trzaskowski & Sørensen, 2022). Mechanisms must also be in place to ensure data subjects' rights, enabling clients to access, correct, or delete data processed by the AI. Furthermore, Article 35 mandates a Data Protection Impact Assessment (DPIA) to assess and mitigate potential risks to data privacy before deploying the AI. Combined with the rigorous demands for compliance and the requirements of the AI Act, this makes developing AI a highly complex and resource-intensive task.

## Business Models for AI Adoption in Law Firms

This section examines three primary business models for AI integration: Subscription-Based AI, Fine-Tuning Pre-Trained AI Models, and Building AI from Scratch. Each model's strengths, possible providers, and fit for a small legal practice are presented in this section.

Subscription-based AI, such as OpenAI's GPT-4 API or Microsoft 365 Copilot, offers firms an affordable entry point to AI capabilities with minimal upfront costs. Pricing can be limited to around 30 dollars a month per user for ChatGPT for teams which allows for GDPR compliance, though likely at an additional cost (OpenAI, 2024). This model allows firms to access advanced AI features, such as document drafting, without requiring significant investment in hardware or in-house technical expertise. Subscription-based AI solutions are managed by the provider, who handles updates and maintenance, making it easy for smaller firms to integrate AI with minimal disruption (Spataro, 2023). For law firms, this model offers cost-effective scalability, with predictable monthly fees based on usage, and aligns well with the needs of firms looking to improve efficiency without substantial investments in infrastructure.

Fine-tuning a pre-trained AI model involves taking a foundation model and adapting it to specific firm needs by training it with customized data (Howard & Ruder, 2018). One such model is Mistral's Large 2 model which can be hosted on Mistral's own developer platform, popular cloud providers or on the law firm's existing virtual cloud environment. The cost of this service can vary but going by Coherent Solution's estimation, it will cost anything north of 20 000 dollars with main cost drivers being dedicated professionals for data preprocessing, fine-tuning as well as computation and storage (Coherent Solutions, 2024). This approach enables law firms to achieve a higher level of specialization in AI outputs tailored to legal contexts. While fine-tuning provides a more customized experience than subscription-based services, it often comes with higher costs due to additional investments in data management and technical support needed to train and maintain the model.

Developing a tailored AI model from scratch is the most resource-intensive option, allowing law firms to create solutions fully customized to their unique operational needs. This model requires substantial financial investment, technical expertise, and a dedicated team for development, training, and maintenance. The minimum estimated cost for such a custom AI solution would be 100 000 dollars according to Coherent Solutions with main cost drivers being a dedicated development team, infrastructure and model training (2024). Building AI from scratch suits larger firms or organizations with distinct, specialized needs that cannot be met through

subscription or fine-tuning models (Morthorst, 2023). For small firms this approach may be impractical due to the significant costs and resources required.

## Conceptual framework

### AI maturity model

A maturity model is a framework that can be used to assess a company's level of maturity in relation to a specific process or area. Schuster et al. (2021) have conducted a review of 15 maturity models for AI (AIMM), and based on the most promising models, they have proposed an AIMM which addresses shortcomings of previous models by focusing on small to medium-sized enterprises (SMEs) and covering broader dimensions missing in previous literature. The model consists of five levels of AI maturity and seven dimensions which are used to assess the organization's maturity [Appendix A]. The authors also provide definitions and purpose for each of these dimensions which helps decision makers identify key areas of improvement [Appendix B].

The levels of maturity in the model proposed by Schuster et al. (2021) range from *Novice* to *Pioneer*. At the *Novice* level, organizations lack an AI strategy, do not use AI tools, and have minimal awareness of AI's potential. As organizations progress to the *Explorer* and *User* stages, they begin developing AI strategies, pilot AI tools, and raise awareness about the ethical and privacy aspects of AI. At the *Translator* level, AI becomes more integrated into operations, with clear strategies, established organizational structures, and a strong focus on data protection and ethics. Finally, the *Pioneer* level is characterized by industry-leading AI strategies, fully integrated AI processes, and continuous innovation. This framework will be applied to assess the current situation at Advokatene Leiros & Olsen, identify key areas of improvement and suggest potential next steps.

The seven different dimensions are:

- *Culture and Mindset*: Evaluates whether the workplace culture supports innovation and transformation, focusing on the culture and mindset of employees.
- *Data*: Relates to both the quantity and quality of data, with a goal to assess the firm's foundational readiness for implementing AI applications.
- *Ethics*: Emphasizes responsible AI practices, ensuring transparency, fairness, and security to build client trust and comply with regulations.
- *Organization*: Focuses on the structures and resources needed to support AI initiatives effectively.

- *Privacy*: Ensures that any data used in AI applications is managed in a way that protects both business secrets and personal information.
- *Strategy*: Assesses the firm's plans to commercialize AI, aligning these with broader business goals.
- *Technology*: Evaluates the tools and technologies in use, measuring AI's integration into processes and services.

## UTAUT

The Unified Theory of Acceptance and Use of Technology (UTAUT) is a comprehensive framework developed by Venkatesh et al. (2003) that provides insights into technology adoption and usage behavior. It synthesizes elements from multiple prior models, such as the Technology Acceptance Model (TAM) and the Theory of Planned Behavior (TPB), into a unified approach that helps explain user intentions to adopt technology and subsequent usage behavior. The UTAUT model identifies four primary factors that influence behavioral intention and technology use: *Performance Expectancy*, *Effort Expectancy*, *Social Influence*, and *Facilitating Conditions*, while also accounting for moderating factors such as age, gender, experience, and voluntariness of use, which can shape the impact of these elements [Appendix C].

*Performance Expectancy* reflects the degree to which an individual believes that using a particular technology will enhance their job performance. It has consistently been shown to be the most significant predictor of behavioral intention in both voluntary and mandatory contexts (Venkatesh et al., 2003). For instance, in the case of adopting generative AI technologies within a law firm like Advokatene Leiros & Olsen, employees would assess whether using AI can significantly enhance their efficiency.

*Effort Expectancy* refers to the perceived ease of using a technology, which directly influences its adoption. In settings where ease of use is critical, simpler and more intuitive systems are more likely to be adopted (Venkatesh et al., 2003). This is especially relevant for law firms, where transitioning to AI-driven solutions requires systems that are easy to integrate into existing workflows and intuitive for employees to use. A smooth adoption process, supported by user-friendly interfaces, can help minimize resistance and ensure that all team members can efficiently leverage the new technology.

*Social Influence* refers to the extent to which individuals feel that key figures in their ecosystem believe they should adopt and use the new solution. In professional settings, this can translate to how the attitudes of senior partners or influential colleagues toward AI influence the broader team's adoption of the technology. Research suggests that social influence can significantly

impact user intentions, particularly in environments where authority figures or peers master a new technology (Venkatesh et al., 2003).

*Facilitating Conditions* refers to the extent to which individuals believe that the necessary organizational and technical infrastructure is in place to support the technology's use. For small and medium-sized firms, having appropriate technical resources and support systems in place will be critical for the successful adoption of AI technologies. In contrast, the lack of infrastructure can serve as a major obstacle to effective implementation (Venkatesh et al., 2003).

By applying the UTAUT framework in this project, we can assess how likely employees at Advokatene Leiros & Olsen are to adopt AI solutions. As a result, this can help identify potential barriers to adoption and offer insights on how to address them through training, communication, and technical support.

## Methodology

To gain a deeper understanding of how generative AI could be leveraged at Advokatene Leiros & Olsen, we conducted interviews with a few stakeholders from the firm [Appendix F]. To capture diverse perspectives, we included senior partners, lawyers, associates and administrative staff who were directly involved in document processing, client communication, and or legal research. A set of mockup questions were prepared to guide the interviews, and these questions were adjusted to align with our conceptual frameworks. The interviews were conducted in a semi-structured format via video on Microsoft Teams, each lasting approximately 30 minutes. This structure allowed for flexibility while providing us with consistent data across participants.

We used a data analysis software called NVivo for our qualitative data analysis, which helped us examine the data collected from interviews. This was valuable in understanding the different perspectives from the interviews, strengthening our analysis and conclusions. Once the transcribed interviews were completed, we stored the files in NVivo. We then cleaned the files before reviewing them to get familiar with the data. To uncover patterns, we proceeded with reflective thematic analysis which involved generating codes, before sorting and revising them to fit the two frameworks [Appendix D].



# Results

## AI Maturity Model

The analysis of the *Culture and Mindset* dimension reveals that there are mixed opinions of generative AI within the firm. Most employees view it as a promising opportunity that could streamline their work, improve efficiency, and add value, particularly in areas like data management and document productions. However, others did not share the same enthusiasm, expressing skepticism about the benefits or reliability. This was mainly based on the lack of knowledge and the quality of the output. Common among all participants is a cautious optimism toward the use of AI, dependent upon two critical factors: the reliability of the output and the security of client data. This aligns with the *Explorer* stage, where the firm begins to recognise the benefits of AI but lacks a fully supportive culture for its adoption. Cultivating a more unified and enthusiastic mindset around AI would help the firm advance in maturity.

Within the firm, the data produced by the employees is mainly unstructured data such as letters, text documents used in court, and emails. Additionally, one of the employees mentioned that the company stores a lot of physical documents. This indicates that the firm is in the *Novice* stage for the *Data* dimension. Their reliance on traditional data forms, like letters, court documents, emails, and physical records, suggests minimal digital infrastructure. Moving forward would require digitizing physical records and organizing data centrally to support AI applications.

Moving on, the *Ethics* dimension reveals several ethical concerns regarding the use of AI in legal services. Firstly, employees expressed concerns about the expectations of their clients as AI might produce more generic output which could diminish the value of the service. They underline that the fees that the clients pay are considerable and that there would need to be transparency with regards to their use of AI if such technology were adopted. For instance using AI to generate documents but billing it as it was produced solely by a lawyer could be misleading. To ensure fairness, billing should reflect efficiency. The firm appears to be in the *Explorer* stage as there is awareness of ethical concerns, but not yet systematically addressed. Advancing to the next stages would require development of clear ethical policies with regards to generative AI.

In the case of *Organization*, Advokatene Leiros & Olsen likely find themselves in the *Novice* stage. Although some of the employees have general knowledge of AI from industry peers, this does not amount to an organized effort or support system for AI within the firm. To reach the *Explorer* stage, the firm would need to take initial steps to organize its AI efforts, such as appointing a team member that solely focuses on AI, backed up by the necessary resources to do so.

Examining the *Privacy* dimension, we find that all the employees have some knowledge of the firm's policies for storing data. Employees are careful with sensitive client information, fearing that repeated use could unintentionally expose private details. One of the employees said: “We don’t have guidelines regarding AI. So if I were to use AI in my day-to-day work, it would be entirely my responsibility” (Employee, personal communication, 2024). The firm also relies on external servers for data storage. The servers are encrypted, but there’s no policy for deleting records after the client-lawyer relationship ends, which is partly to retain evidence for potential client complaints or legal requirements. However, there is some uncertainty among employees about GDPR obligations and company policies for handling personal data. Based on this, the company finds themselves in the *Novice* stage. While employees have some awareness of GDPR, they believe further training and clear guidelines for data storage and sharing would be beneficial.

For the *Strategy* dimension, the firm is in the *Novice* stage, as they do not have a clear strategy for the use of AI. An associate compares them to larger firms that invest far more than Advokatene Leiros & Olsen's revenue, with dedicated AI divisions tasked with developing their own software. The interviewee also expresses concern about larger companies growing even more powerful by accessing advanced tools without struggling to afford them. A partner notes that they have discussed cooperating with other SMEs to develop AI solutions, but that it’s still too costly. To reach the *Explorer* stage, the firm should define clear AI objectives and develop a basic roadmap for adoption.

Finally, for the *Technology* dimension, the firm is currently in the *Novice* stage. While some of the employees have a general knowledge of AI tools, most of the participants are only familiar with ChatGPT, using it to produce, structure, and formulate text. One of the employees elaborates that it is a helpful tool, but that it mostly serves as a sparring partner. To reach the *Explorer* stage, the firm could try additional AI tools beyond ChatGPT, identify specific use cases, and offer AI training, such as prompting workshops, which all participants responded positively to when asked.

## UTAUT

In the context of *Performance Expectancy*, interviewees expressed varied experiences and expectations regarding AI's potential to improve efficiency and productivity in their legal work, as reflected by the significance of this category in the analysis [Appendix E, Appendix F]. Some participants shared past negative experiences, noting unreliable sources and unsatisfactory results from AI tools, which have led to hesitancy in using them for critical tasks. However, others recognized the significant potential for AI to enhance productivity, particularly in

document drafting and information retrieval. They mentioned that AI could reduce time spent on routine tasks like rephrasing complex language or generating text drafts, ultimately allowing lawyers to focus on higher-value work. Moreover, while some viewed AI as a tool that could improve output quality if carefully reviewed, others raised ethical concerns about charging clients for work produced by AI, emphasizing the importance of transparency in its use. This mixed reception suggests that, while AI offers efficiency benefits, its integration will require careful handling of quality control and client communication to meet the high standards expected in legal practice.

Furthermore, interviewees emphasized the disparities in their comfort and familiarity with AI tools in the context of *Effort Expectancy*, which affected their readiness to embrace such technologies. While some participants demonstrated confidence in AI's potential, highlighting specific tools designed for legal workflows, others expressed hesitation due to a lack of technical expertise or knowledge about effective usage. This knowledge gap created uncertainty about the complexity of learning and integrating AI into existing practices. Overcoming this barrier through accessible training initiatives and practical demonstrations could help lawyers better understand AI's capabilities, ultimately reducing perceived effort and encouraging wider adoption within the legal sector.

*Facilitating Conditions* also emerged as a critical determinant in shaping AI adoption within the legal field. Interviewees consistently highlighted the need for structured training programs to support effective integration of AI technologies. Suggestions included in-depth courses, designed to mirror the training typically provided for traditional legal tools, as well as short, focused workshops on best practices for AI use. For instance, participants emphasized the importance of training on handling sensitive information, ensuring compliance with data security protocols while using AI tools.

Finally, peer interactions and shared experiences emerged as critical factors influencing the adoption and perception of AI technologies among interviewees. Many participants revealed that conversations with colleagues provided valuable insights into AI's applications and potential benefits, often shaping their openness toward its use. Practical examples of successful AI implementation, particularly when shared by trusted peers, acted as strong motivators for adoption. On the other hand, expressions of skepticism or negative experiences from peers led some to approach AI tools with caution. This dynamic highlights the importance of creating a supportive professional culture where experiences with AI are openly shared, fostering confidence and informed decision-making regarding its integration into legal practices.

# Discussion

## AIMM

According to the AIMM it seems that Advokatene Leiros & Olsen are somewhere in between the *Novice* and *Explorer* stages. The firm is in the early stages of AI maturity but has opportunities to grow by focusing on key areas. Digitizing records and centralizing data will lay the groundwork for AI applications, while establishing ethical policies for AI use will build trust and help meet client expectations. Appointing a team member to lead AI initiatives and providing them with the necessary resources can drive the firm's progress. This person would oversee implementation, provide training, and monitor the firm's and employees' progress. Setting clear AI goals, exploring new tools, and conducting workshops on effective AI use will help employees gain confidence and improve their skills. A clear GDPR compliance strategy can make the employees more confident about what data can be used for training and prompting AI tools. These steps aim to cultivate a unified and enthusiastic approach to AI, encouraging knowledge sharing and advancing the firm's overall maturity.

## UTAUT

The AIMM findings highlight the law firm's position at the intersection of the *Novice* and *Explorer* stages of AI maturity, emphasizing the need for structured organizational efforts and resource allocation to advance. This aligns closely with the UTAUT findings, where barriers such as *Effort Expectancy* and *Facilitating Conditions* were identified as key challenges. For instance, both frameworks emphasize the importance of improving AI-related training and knowledge sharing to reduce the perceived effort of adoption. Furthermore, ethical concerns and data management represent key overlapping areas, with UTAUT's emphasis on *Performance Expectancy* aligning with AIMM's focus on building trust and transparency. In addition to the focus points identified through AIMM, the UTAUT framework highlights complementary areas of focus, such as tailoring AI training programs to align with user knowledge and ease of use, establishing clear ethical guidelines, and investing in data infrastructure, which together could simultaneously advance the firm's AI maturity while improving user acceptance and adoption.

## Feasibility

Implementing AI requires navigating regulatory challenges and balancing financial constraints, both of which are critical to ensuring a sustainable and compliant adoption strategy, as seen by the importance of the concerns category [Appendix E, Appendix F]. The AI Act and GDPR impose rigorous requirements for data protection, transparency, and accountability, particularly for

industries handling sensitive legal information. Compliance with these regulations is not merely a legal necessity but also a matter of maintaining client trust and professional integrity. These regulations require firms to implement robust data management practices, such as anonymization, secure storage, and detailed auditing processes, which inevitably add complexity and cost to AI adoption efforts.

From an investment standpoint, the financial demands of different AI models vary widely. Subscription-based solutions, present a low-risk and a cost-effective entry point, offering advanced functionalities without significant upfront expenses. These models often include built-in compliance measures, reducing the firm's burden in meeting regulatory requirements. In contrast, fine-tuning pre-trained models or developing tailored AI solutions involves substantial financial expenses for hardware, software, and specialized technical expertise. These approaches, while offering greater customization, require ongoing investments in maintenance, hiring qualified staff, and legal oversight to ensure continued compliance.

## Impact and Future Work

As outlined in the introduction, implementing AI aims to boost efficiency and improve the quality of legal work at the firm. If this efficiency is achieved, it could have several implications that warrant careful consideration. For instance, greater efficiency might allow the firm to handle more billable hours than previously possible. However, interviews suggest a consensus around adopting a more ethical approach, such as revising pricing strategies and maintaining transparency about AI usage. Another concern is whether the firm can attract enough cases to sustain its current number of lawyers at an increased efficiency level. While this doesn't necessarily mean staff reductions, it could result in fewer new hires as the firm scales its service capacity without adding more lawyers. Additionally, AI has the potential to automate many administrative tasks, creating a need to reskill employees whose roles are primarily administrative. Future work should consider the demand for legal services as well as the specific roles and processes which will be affected by AI when assessing the impact of such a transformation.

## Limitations

The popularity of generative AI has grown rapidly, with widespread adoption at an astonishing rate and research in this area is still ongoing, with new findings being published on a regular basis. For this reason we can expect frameworks with more empirical support, better cost estimates and a clearly defined scope for the use of AI in various industries. Some of the highlighted issues and ambiguities of the legislation can also be cleared up through case law and

seeing how the EU Commission chooses to interpret the AI act and GDPR in relevant cases can help companies navigate the production and utilization of AI. Due to the limited access to previous research, data on similar AI projects and case law, we have had to make some rough assumptions, especially regarding the risk characterisation of legal generative AI, the sufficiency of GDPR compliance measures by AI providers, the feasibility of different approaches to acquiring AI capabilities and price estimates.

Another limitation of this report is that while we have spoken with almost half of the employees of the company, there is some uncertainty about the data capabilities of the organization. It seems like a lot of the data which is produced day-to-day are recorded as emails and are only stored in the employees' email inboxes and archives. If we were able to talk to the outsourced IT-department, we might get a better idea of the data capabilities, privacy efforts and guidelines for handling data. This could provide better evidence of the organization's current situation with regards to AI maturity and the feasibility of the various approaches to acquiring AI capabilities.

## Conclusion

To remain competitive in an increasingly AI-driven legal industry, strategic action toward AI adoption is not just a priority but a necessity. Advokatene Leiros & Olsen needs to focus on structured efforts to enhance AI literacy among employees, provide tailored training programs, and create clear guidelines for ethical and effective AI use. Furthermore, securing GDPR compliance and strengthening data security protocols will ensure the firm's practices meet regulatory standards while safeguarding client information.

Having outlined the strategic steps needed to build AI readiness, we recommend the subscription-based model as the most viable option for acquiring AI capabilities considering the firm's size, resources, and current maturity level. This approach minimizes upfront costs, simplifies compliance, supports scalability and offers immediate access to powerful tools. Over time, as similar projects are studied and case law from GDPR and the AI Act becomes available, customizing a foundation model will become more feasible, enabling tailored solutions that align better with the firm's specific needs and regulatory requirements.

In conclusion, by adopting a subscription-based AI solution and focusing on incremental improvements in data management, employee training, and ethical AI practices, the legal entity can position itself for sustained competitiveness and efficiency in an increasingly AI-driven legal landscape.



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# Appendix

## A. Maturity level and dimension

	Level I Novice	Level II Explorer	Level III User	Level IV Translator	Level V Pioneer
Culture/mindset	No AI-friendly culture	Workforce discovers the benefits of AI	Evidence of an AI-friendly culture	Culture enables AI innovations	Employees boost AI innovation
Data	No criteria for collection and structuring of data	Criteria for data infrastructure defined	Prototypical implementation of the data requirements	Data is largely collected and structured	Data collection and structuring optimised
Ethics	No awareness of AI ethics	AI Ethics policies are evolving	AI ethics guidelines applied in single cases	AI ethics rules are widely established	AI ethics principles are holistically applied
Organization	Structure and resources not aligned with AI	Creation of initial structures and resources for AI projects	Piloted structures and resources enable AI projects	Established structures and resources support AI projects	Structure and resources are optimised for AI projects
Privacy	No awareness of data protection	Data protection is partially considered in AI applications	Privacy is taken into account by the AI teams	Data protection is internalised and widely applied	Data protection is fully integrated and considered

(continued)

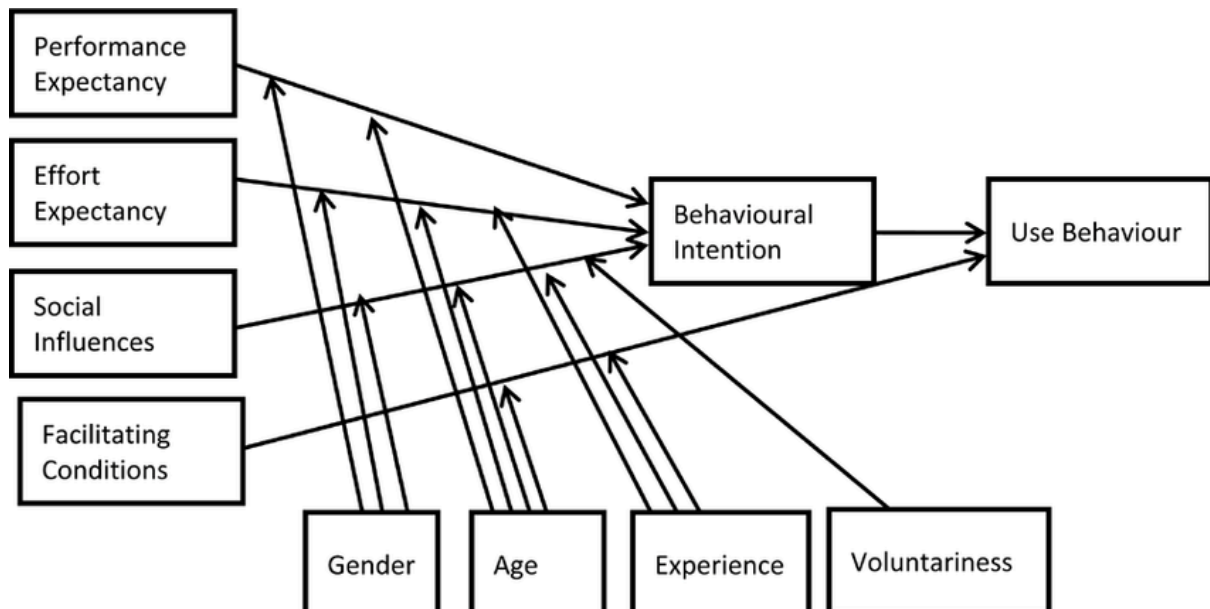
**Table 5.** (continued)

	Level I Novice	Level II Explorer	Level III User	Level IV Translator	Level V Pioneer
Strategy	No AI vision and strategy available	Vision and Strategy are pushed internally	Vision is established and actions are defined	Strategy is clearly defined	Strategy is perceived as leading in the industry
Technology	No application of AI Tools	Awareness of AI technology	AI technology is partially used	AI applications are adopted	Use of AI technology is standardised

## B. Dimension definition

Dimension	Definition	Purpose	Reference
Culture/mindset	Embraces a workplace culture of innovation and transformation	The workforce needs an AI-innovative environment	[20, 33, 34]
Data	Relate to quantity (amount) as well as quality (structures)	Foundation to implement AI applications	[20, 29, 33–35]
Ethics	Use of AI applications under the premise of responsibility, transparency, fairness, safety and security	Compliance and social ownership	[8, 44, 45]
Organization	Structures and (financial and human) resources that enable the use of AI	Provides a framework for the organization	[20, 29, 34, 35, 39]
Privacy	Compliant handling of sensitive data	Protection of business secrets and personal data	[45]
Strategy	Intentions and plans to advance the commercialisation of AI	Strategic alignment of AI as a success factor	[20, 33, 35, 39]
Technology	Refers to areas of application (tools and technologies)	AI share in processes, products, and services	[20, 29, 34, 39]

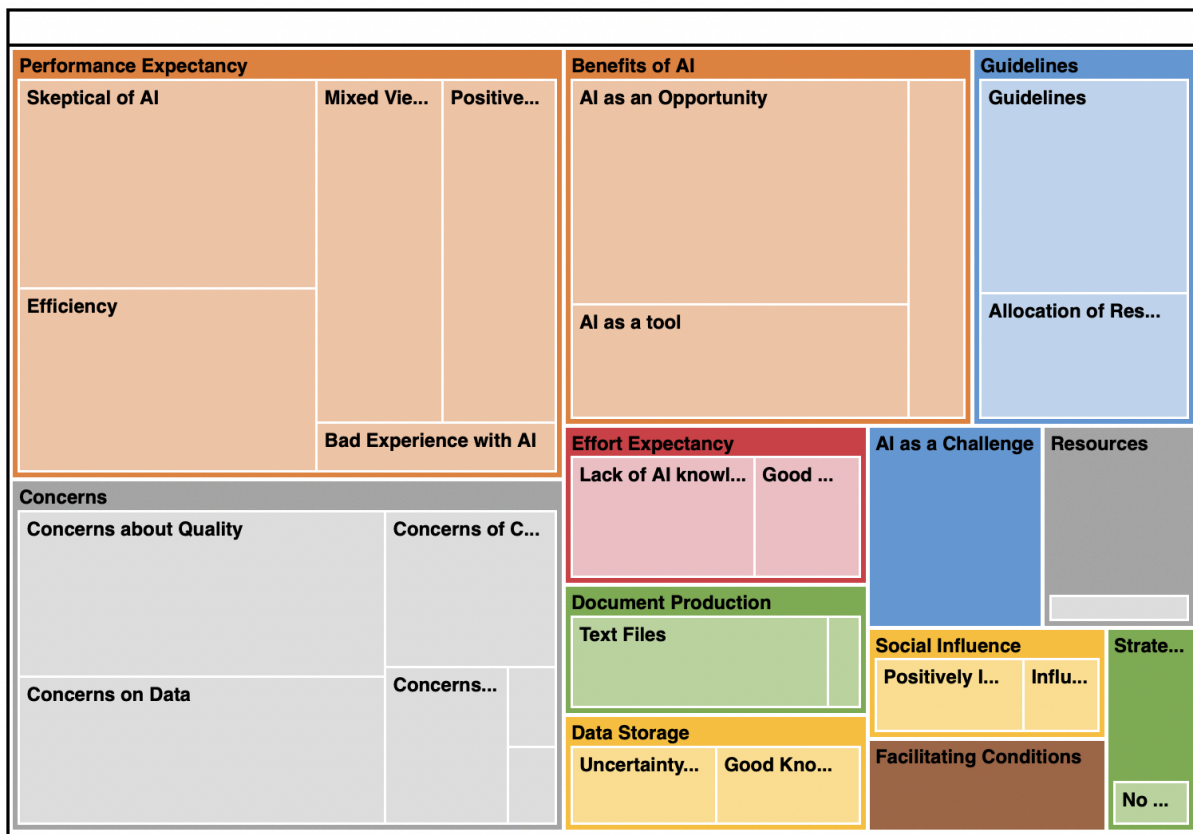
## C. UTAUT Framework



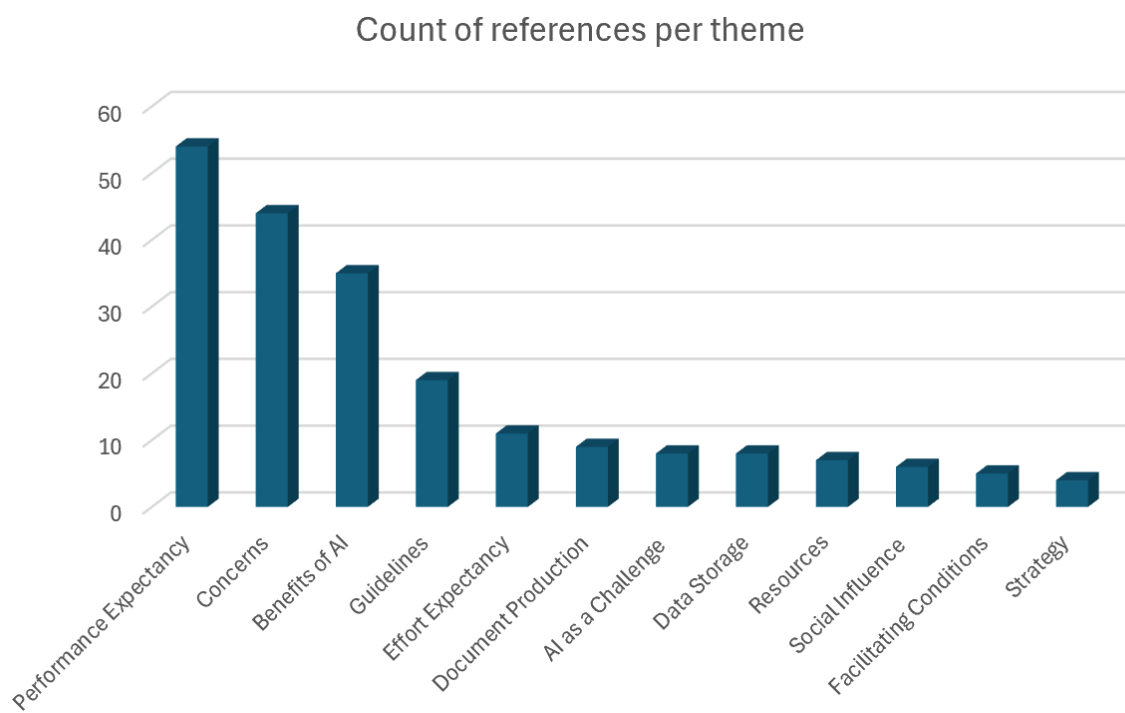
#### D. NVivo coding NVivo Coding Aligned with Theoretical Frameworks

Name	Description	Files	References
<b>AI as a Challenge</b>	Barriers hindering AI adoption, such as cost, complexity, or resistance.	-	<b>8</b>
<b>Benefits of AI</b>	Positive outcomes like improved efficiency and productivity.	-	<b>35</b>
AI as a tool		4	10
AI as an Opportunity		5	20
Benefits of AI will justify the Time Learning It		5	5
<b>Concerns</b>	Worries related to AI adoption, such as quality, ethics, and regulations.	-	<b>44</b>
Concern about regulations		1	1
Concerns about Quality		5	16
Concerns of Clients		3	7
Concerns of larger firms		1	1
Concerns on Data		4	14
Concerns on Ethics		4	5
<b>Data Storage</b>	Topics around how data is securely stored and managed.	-	<b>8</b>
Good Knowledge of Data Storage		4	4
Uncertainty of Data Storage		3	4
<b>Document Production</b>	Creating legal documents.	-	<b>9</b>
Emails		1	1
Text Files		5	8
<b>Effort Expectancy</b>	Perceived ease of learning and using AI tools.	-	<b>11</b>
Good AI knowledge		2	4
Lack of AI knowledge		3	7
<b>Facilitating Conditions</b>	Infrastructure and support for AI adoption.	-	<b>5</b>
<b>Guidelines</b>	Policies guiding ethical and effective AI use.	-	<b>19</b>
Allocation of Resources		4	7
Guidelines		4	12
<b>Performance Expectancy</b>	Expectations about how AI will impact task performance, whether positively (e.g., improving efficiency) or negatively (e.g., causing unreliable outcomes).	-	<b>54</b>
Bad Experience with AI		2	3
Efficiency		4	14
Mixed Views on AI		5	11
Positive to AI		5	10
Skeptical of AI		5	16
<b>Resources</b>	Financial, technical, and human resources for AI.	-	<b>7</b>
Costly to use AI		1	1
<b>Social Influence</b>	Peers' and leaders' influence on AI adoption.	-	<b>6</b>
Influenced by peers		2	2
Positively Influenced by Peers		3	4
<b>Strategy</b>	Need for a clear plan for AI integration.	-	<b>4</b>

E. Treemap of Code-Themes by the amount Code References



F. Bar chart of Code-Themes by the amount Code References



## G. Example of an Interview Transcript

### Transcript

17 October 2024, 12:59pm

**Sondre Bendik Sylte** 0:04

OK. So the first question is what is your position and what are your main responsibilities in the firm?

**P** 0:16

And what do you mean? What I what I do in the firm?

**Sondre Bendik Sylte** 0:21

Yeah. So do you have like a role, a position and what are your main responsibilities in your day-to-day basis?

**P** 0:30

OK. My role as a lawyer.  
And and my responsibility is.  
Managing my.  
Portfolio with clients and.  
Yeah.  
Executing them.

**Sondre Bendik Sylte** 0:47

Yeah.

**P** 0:51

The job with the with yeah, OK, yeah.

**Sondre Bendik Sylte** 0:53

Yeah, it's fine.  
Yeah, it's fine. So lawyer and regular work as a lawyer, I guess.

**P** 1:02

Yeah. Yeah, basically.

**Jørgen Maurstad Leiros** 1:03

Yeah, everything from everything that a lawyer does for each client, yeah.

**P** 1:07

Yeah.

**Jørgen Maurstad Leiros** 1:10

OK. And then yeah, time for my questions.  
These questions are like based on the framework to understand how the how like AI matured, the firm is.  
So first question, how do you personally feel about the use of AI in your work? Do you see it as an opportunity or a challenge?

**P** 1:36

I definitely see it as an opportunity, but I don't think that it's developed enough for us to use it in a Safeway.  
Most regarding to the the the confidentiality.  
That we work with.

**Jørgen Maurstad Leiros** 1:59

Yeah. Yeah. The sensitivity of the information and keeping it safe.

**P** 2:03

Yeah, yeah.

**Jørgen Maurstad Leiros** 2:06

Yeah. All right. Perfect. And.  
In your day-to-day, what type of documents do you produce?

**P** 2:17

What I produce it's.  
Mostly letters and.  
Like.  
Letters to like correspondence with.  
I think.

**Jørgen Maurstad Leiros** 2:36

Yeah, yeah. Opposition.

**P** 2:37

Opposition. Yes, like the the courts, other lawyers.  
Often Clare Tata.  
I can stop him. The state. Yeah, yeah.

**Jørgen Maurstad Leiros** 2:51

Look authorities.

**P** 2:56

And.  
And then I of course make like.  
Evaluation of a case for the client.  
Where I present.

**Jørgen Maurstad Leiros** 3:07

OK.

**P** 3:10

How I see the case legally and advise them what to do with the case and they open the possibilities.  
Yeah.

**Jørgen Maurstad Leiros** 3:21

Sounds very good.  
And what are the firm's practises for storing data?

**P** 3:31

We have.  
A server.  
This like protected behind.  
Some something a security wall. I guess everything is supposed to be secured in like.

**Jørgen Maurstad Leiros** 3:46

Yep, Yep.

**P** 3:50

Our our server, so everything I do is on the server.

**Jørgen Maurstad Leiros** 3:52

Yeah.  
Understood. Yep, very good.  
But and also just to add on to the documents that you produced this, do you typically store all of these documents or when you send them they are gone?

**P** 4:13

I store them in my own archive.  
And.  
And also here in my office like the 50 got a coffee also.

**Jørgen Maurstad Leiros** 4:24

Yeah.  
All right, very good. Moving on. Next question is when considering AI tools in your work, are there any guidelines in place at the firm for this? And do you have any concerns about the ethics of using AI?

**P** 4:41

And we have no guidelines, no.

**Jørgen Maurstad Leiros** 4:44

Yeah.

**P** 4:46

And and my concern is.  
Maybe that we don't have the guidelines.  
Because it's no, it's no regulation about how we.  
Use if we can use AI and how we use it and if we use it, how?

**Jørgen Maurstad Leiros** 5:01

Yeah.

**P** 5:03

Can we be sure that it's not abused, I guess.

**Jørgen Maurstad Leiros** 5:11

Can you elaborate how it's abused?

**P** 5:15

Abused in the way that we we offer a service to our clients and that they pay us pretty big amount of money for and if we.  
Because sometimes when you can just.  
Solve a problem that you have as a lawyer and typing on the question into the the check the robot like.

**Jørgen Maurstad Leiros** 5:42

Yeah.

**P** 5:43

How do I do this to do that?  
And then it just gives you the answer. And if you if you don't.  
Critically.  
Review what the answer you get and just send that to a client and say this is the answer.  
Can you quickly can have a problem if that's wrong or or or worse, if the client itself has the has asked the same question and gets the exact same answer from the chat the robot.  
How can we take?  
Many thousand Kronos each hour to produce an answer that they can get for themselves. That's not what they pay us to do.

**Jørgen Maurstad Leiros** 6:30

Yeah, yeah, that's true. Good point.  
Do you want to add something else or should we move on to the next question?

**P** 6:41

That's where the concerns now, right?

**Jørgen Maurstad Leiros** 6:44

Yeah, ethical concerns. We're using AI.

**P** 6:45

Yeah. And so that's the one thing and also.  
If we don't.  
Think about what we are, what kind of information we are asking this robot. The robot will store.

**Jørgen Maurstad Leiros** 7:02

Yeah.

**P** 7:04

Personal information, because we we can give.  
Many data without disclosing.  
And who the client is. But if we give enough information and like get it, get the robot to do like a big evaluation and ask more and more things, then potentially the robot has enough information to identify the client. Maybe if it's a client, that is because we have many cases that are.  
Published in the media but without name. But it's like when you first put it out there, you can also.  
Help getting that kind of information to the wrong person.  
You shouldn't have it, I think, yeah.

**Jørgen Maurstad Leiros** 7:50

Yeah, yeah, I understand what you're saying.

Good points.

Yeah. And so next question is, do you feel that you have the necessary support from?

From resources and management to explore AI in your day-to-day responsibilities.

**P** 8:10

No, I wouldn't say that.

We don't have the guidelines, as I said, and so it's like if I were to do, if I were, if I were to use AI in my day-to-day job, it would be solely my responsibility what I do with it.

So the firm has no guidelines whatsoever, but.

Yeah.

**Jørgen Maurstad Leiros** 8:42

Next question, how do you deal with data protection at the firm? This is something you touched on as being.

A concern?

Anything like anonymization, how you process consent and like deleting records? Anything like this?

**P** 9:06

And no, we don't have.

Yeah.

**Jørgen Maurstad Leiros** 9:13

Alright.

Does the firm have a clear position on and strategy or vision for EU use of AI?

**P** 9:24

No, not at this point.

There are some others that are using it I know.

But there's no like.

Positional.

**Jørgen Maurstad Leiros** 9:39

It's more like you said, your own responsibility.

**P** 9:42

Yeah.

**Jørgen Maurstad Leiros** 9:47

Are you aware of AI technologies which could add you in your work and how comfortable are you with using these technologies?

**P** 9:56

And I didn't know that there are.

These tools you can use, yes and I have tried to use them.

But I don't.

I don't like it.

Because because I think yeah, it gives.

Way more general advice.

And and not so much like.

What was it called?

Like detailed and specialised advice, it's like it gives answer and it's very vague and then where you can ask where please elaborate or please make you can direct it into a much more smaller.

**Jørgen Maurstad Leiros** 10:34

Yeah.

**P** 10:49

Detail level, but I think the answers are.

It's like Google.

But but but. But must I know that many people use it to like rephrase and write this in a better way?

**Jørgen Maurstad Leiros** 10:59

Yeah, yeah.

**P** 11:07

Like make make the text more clear in language etcetera.

**Jørgen Maurstad Leiros** 11:13

Yeah.

**P** 11:14

And of course that is useful but.

I think you are taking a risk of.

Handing over something that is not your work.

And when you when you do that.

I think you do have an obligation to inform the client that some of the text is produced with help of IE.

But I don't say that anybody does it, so I have tried to to use the tool but I don't like the answers that I get, so I haven't like actually used it and like handed it over like my homework, yeah.

**Jørgen Maurstad Leiros** 12:01

Yeah. So are we talking about chat CPT here or is there anything else you use or have you used?

**P** 12:07

It's just GPT and there also was like a ChatGPT for lawyers.

**Jørgen Maurstad Leiros** 12:15

OK.

**P** 12:15

Yeah, I I don't think it.

I wasn't impressed.

**Jørgen Maurstad Leiros** 12:21

OK. Yeah, probably a better version.

**P** 12:23

Yeah.

**Jørgen Maurstad Leiros** 12:25

All right.

Last question for me, has the firm experimented with any AI tools, and if so, what tasks were they used for and how successful was the implementation?



**P** 12:39

I can only speak for for myself.

What I just said when I tried it and I didn't, I didn't like the results, but I know that others have used it more frequently.

And and that they that they do it like every day use it as a tool.

**Jørgen Maurstad Leiros** 13:01

Yeah.

**P** 13:02

Yeah.

**Jørgen Maurstad Leiros** 13:04

And what tasks did you try to use it for?

**P** 13:08

And it was for a specific.

Because we work with a lot like.

Patient and damages like damages for patients I've had in like the hospital and et cetera. And I was looking for a particular.

**Jørgen Maurstad Leiros** 13:22

Yeah.

**P** 13:31

A particular medical question that I wanted to like get more information on.

**Jørgen Maurstad Leiros** 13:36

Yeah.

**P** 13:39

Yeah.

**Jørgen Maurstad Leiros** 13:42

Right. Yeah. Thank you very much, Thomas Nicore.

**Tomás Graca Gonçalves** 13:47

In the second part of the questioner, we want to explore what motivates individuals to accept and adopt new technologies. And the first question is do you believe AI could have a positive, negative or no impact on the quality of legal work delivered?

**P** 14:07

I definitely think that it could have.

A positive impact if used correctly and if it improves.

Because I think that it's important not to like.

To not it's important not to oversee that it's happening. You have to like.

Be ahead still so you will know that the AI is happening and we need we have to.

And make sure that we also are.

Using it, if it's gonna progress that everybody's using it. Like if we don't use it, we will be much more.

Slow I think.

You're like competitive.

If you say like if other firms are using it and are producing way more than we are, if you understand what I mean.

**Tomás Graca Gonçalves** 15:09

This is.

**Jørgen Maurstad Leiros** 15:10

Yeah, and no. Sorry, Thomas. Again, I would like to emphasise the quality. Like what do you think about the the quality of the work?

**P** 15:16

Yeah, I don't. I don't think that what the chat DPT is.

Is doing at this level is not good enough.

By my standard, at least, I think that it has to be.

Way more.

Way more quality in what it does, because I I think it's what it what it's doing now is mostly like text reviewing in like rephrasing things and giving like.

This information that you can also Google yourself to finding, yeah.

**Jørgen Maurstad Leiros** 15:54

Yeah.

Alright, thank you.

**Tomás Graca Gonçalves** 15:59

You next question is are there are there specific tasks where you think AI could help you save time or increase productivity? We already covered this partially, but do you have any more examples?

**P** 16:20

Of course it can.

Make many processes easier 'cause we have like a lot of things, the things that we do is.

Making like when we are having a court trial, we have to, we have to go through very big amounts of documentation and information.

And like.

Finding the right.

Material to use.

Like legal legal documentation to use in our case. So I think that AI could definitely be a tool to use in helping prepare those big amounts of documents that you need to go

through and to help find.

Like.

**Jørgen Maurstad Leiros** 17:22

No legal sources, I think is it covers it.

**P** 17:23

Legal. Yeah. Legal. Yeah. Legal sources that will help my case.

But I don't think that it's there yet.

**Tomás Graca Gonçalves** 17:36

Perfect. Next question, what factors would influence how quickly you could adapt to using AI solutions in your work?

**P** 17:45

Do you mean what it would take for me to use it?

**Tomás Graca Gonçalves** 17:49

That's what would facilitate your use of AI.  
Factors.

**P** 17:56  
The quality.  
But it and of course if if we can be sure that the tool we're using is, is safe as regards to the confidentiality.  
But what I can like see for myself happening in the future is if.  
Like our company can have, like AAI, tools that is ours that we can use and we own it in some way and so that we know that the information we give it doesn't go further maybe.  
But if that's where the case, then I would probably not be so sceptical, but I because I think that a lot of the information that you give you, don't you have no idea where where it's going.  
And who is getting this information in the end?  
Maybe. Yeah. So that's.

**Tomás Graca Gonçalves** 19:00  
And now follow up question, do you feel that the time it might take to learn AI tools will be justified by the potential benefits?

**P** 19:09  
Can you say that again?

**Tomás Graca Gonçalves** 19:11  
Do you feel that the time it might take you to learn AI tools will be justified by the potential benefits?

**P** 19:20  
Me. Yes, I do. 'cause. I I I realise that like in a more global aspect it's it's like it's here to stay. We have to accept it and if we have to if we want to be a competitive.  
Against the others, we have to see how we can.  
Make our job more efficient and using it. So yes, in in the future.  
I think so.  
That's it. But as it's now, I think it's very important to be cautious on how we're using it.

**Tomás Graca Gonçalves** 19:54  
OK.

**P** 20:00  
Until it is like a a product that we can.  
Like noise, there is safe.

**Tomás Graca Gonçalves** 20:12  
Good to next question, how does the opinions of your colleagues or peers influence your own views on using AI in your work?

**P** 20:23  
I think I think I'm the one that they're most sceptical of. Of all of us that are working here.  
Because they they they're older lawyers here and they have no relationship with it. They don't use it and they don't have that much opinions about it.  
Whereas the younger lawyers.  
Use it like every day. I think it's the best thing ever.  
So yeah, so it's it's not like.  
I don't think we're agreeing just yet on that.  
The way we have to we know it's coming.

**Tomás Graca Gonçalves** 21:18  
And the final question, what kind of Technical Support or training do you feel you would need to use AI effectively in a world?

**P** 21:30  
Do you mean like someone coming here and show me or?

**Tomás Graca Gonçalves** 21:33  
Yes. For example, yes.

**P** 21:36  
Yeah, I think there should be like.  
A course you can take so that you know.  
Like with any other, like legal sources, we we use we have got we we have training in using them in the in the correct way. So definitely.

**Jørgen Maurstad Leiros** 22:01  
Yeah, sounds very good. That was the last question that Tomas or.

**Tomás Graca Gonçalves** 22:06  
Yes, yes. What was the last question?

**Jørgen Maurstad Leiros** 22:09  
Yep. Thank you very much, Celia, for your your view on the on the matter, it's very helpful for our project.

**P** 22:18  
Yeah.

**Jørgen Maurstad Leiros** 22:19  
Yeah. Yeah. Nice to not just have everyone super optimistic.  
But not that not that everyone has been, but I think it's going to be interesting. And you, you have some good points and we will send you the report once we're finished and then probably we'll have addressed some of those points.

**P** 22:31  
Yeah.  
Perfect.

**Jørgen Maurstad Leiros** 22:44  
Yeah. Thank you. Thank you so much. Thank you.

**P** 22:45  
Happy to help. Good luck. Thank you. Bye.

**Tomás Graca Gonçalves** 22:48  
Thank you. Bye.

**Jørgen Maurstad Leiros** 22:52  
Alright.  
Yeah, well done, boys.

**Sondre Bendik Sylte** stopped transcription