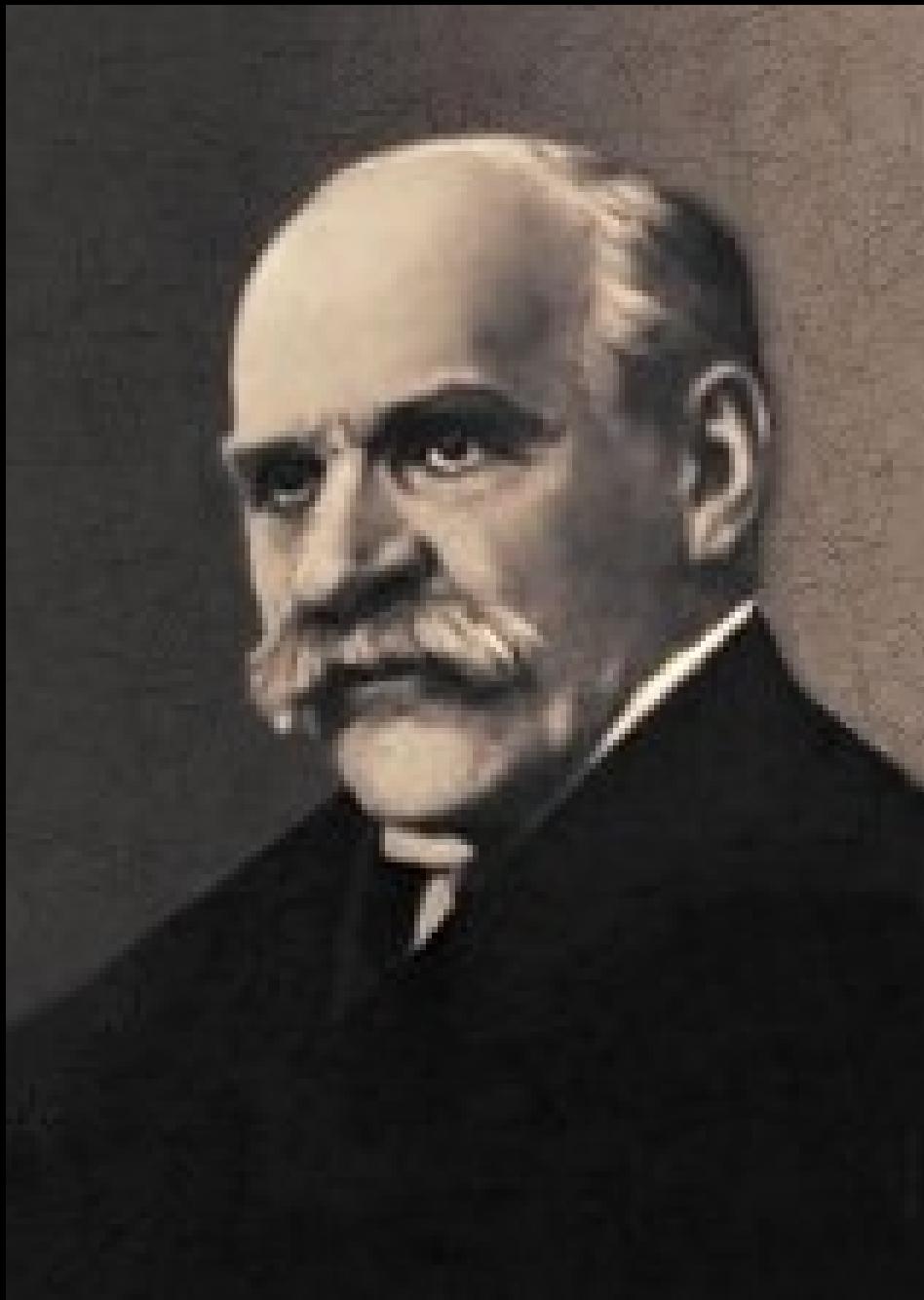


# A Manifesto for Artificial Intelligence in the Law

Professor Richard Susskind OBE

14 June 2017

@richardsusskind



four stages of acceptance

I. This is worthless  
nonsense.

(1986)

2. This is an interesting  
but perverse point of view.

(1996)

3. This is true  
but quite unimportant.

(2006)

4. I have always said so.

(2016)

1980s

case study

AI Fallacy

recently

manifesto



1980s

# COMPUTERS AND THE JUDICIAL PROCESS.

An Essay in Applied Jurisprudence.

by

Richard E. Susskind.

"The day should come...when you will be able to feed a set of facts to a machine that has cases, rules of law, and reasoning rules stored in it, and in which the machine can then lay out for you, step by step, the reasoning process by which you may be able to arrive at a conclusion. You can study it and then decide whether the machine is right or wrong. In some cases, the machine may not tell you exactly what the solution may be, but may say there is a probability that such-and-such is correct, and this probability is 90%."

REED C. LAWLER.

"The day should come...when you will be able to feed a set of facts to a machine that has cases, rules of law, and reasoning rules stored in it, and in which the machine can then lay out for you, step by step, the reasoning process by which you may be able to arrive at a conclusion. You can study it and then decide whether the machine is right or wrong. In some cases, the machine may not tell you exactly what the solution may be, but may say there is a probability that such-and-such is correct, and this probability is 90%."

REED C. LAWLOR.

# Some Speculation About Artificial Intelligence and Legal Reasoning\*

Bruce G. Buchanan†  
Thomas E. Headrick‡

REFLECTIONS ON TAXMAN: AN EXPERIMENT  
IN ARTIFICIAL INTELLIGENCE AND  
LEGAL REASONING †

L. Thorne McCarty \*

| 986

**EXPERT SYSTEMS IN LAW**

**A JURISPRUDENTIAL INQUIRY**

*Thesis submitted for the degree of Doctor of Philosophy*

*in the University of Oxford, Trinity Term, 1986.*

*Richard Eric Susskind*

*Balliol College*

*A thesis submitted for the degree of Doctor of Philosophy  
in the University of Oxford, Trinity Term, 1986.*

**Richard Eric Susskind**

**Balliol College**

*A thesis submitted for the degree of Doctor of Philosophy  
in the University of Oxford*

*Trinity Term, 1986.*

# ‘Expert Systems in Law’

- A jurisprudential inquiry into AI in law
- Exploring the limitations and implications
- Built on consensus in analytical jurisprudence
- A rule-based deductive model
- Inspired by Hart, Raz, Harris, Kelsen, and others
- ‘Clear cases of the expert domain’

# **Divorce (Scotland) Act 1976**

ARTICLES

# THE BRITISH NATIONALITY ACT AS A LOGIC PROGRAM

*The formalization of legislation and the development of computer systems to assist with legal problem solving provide a rich domain for developing and testing artificial-intelligence technology.*

M. J. SERGOT, F. SADRI, R. A. KOWALSKI, F. KRIWACZEK, P. HAMMOND, and H. T. CORY

RICHARD SUSSKIND  
EXPERT SYSTEMS  
IN LAW

CLARENDON



PAPERBACKS

The First  
**International Conference**  
**on Artificial Intelligence and**  
**Law**

**Proceedings of the Conference**

May 27-29, 1987  
Boston, Massachusetts

Sponsored by:  
The Center for Law and Computer  
Northeastern University

In Cooperation with ACM SIGART



case study

# **Latent Damage Act 1986**

**The Impact on the Professions  
and the Construction Industry**

by **Phillip Capper**

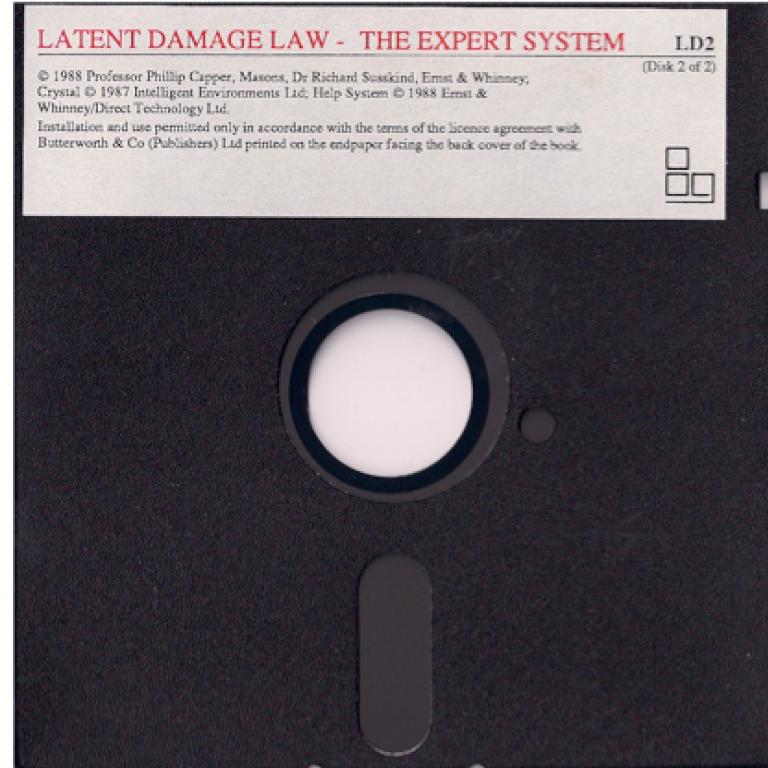
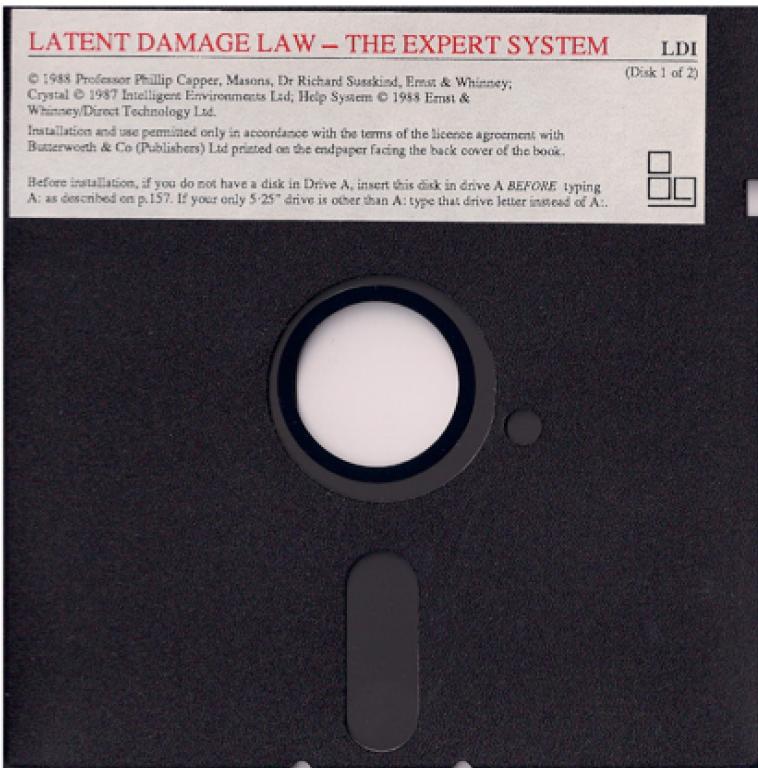
A LEGAL STUDIES AND SERVICES SPECIAL REPORT

‘Section 2 of this Act shall  
not apply to an action to  
which this section  
applies’

‘a dense web of barely  
intelligible interrelated  
rules’

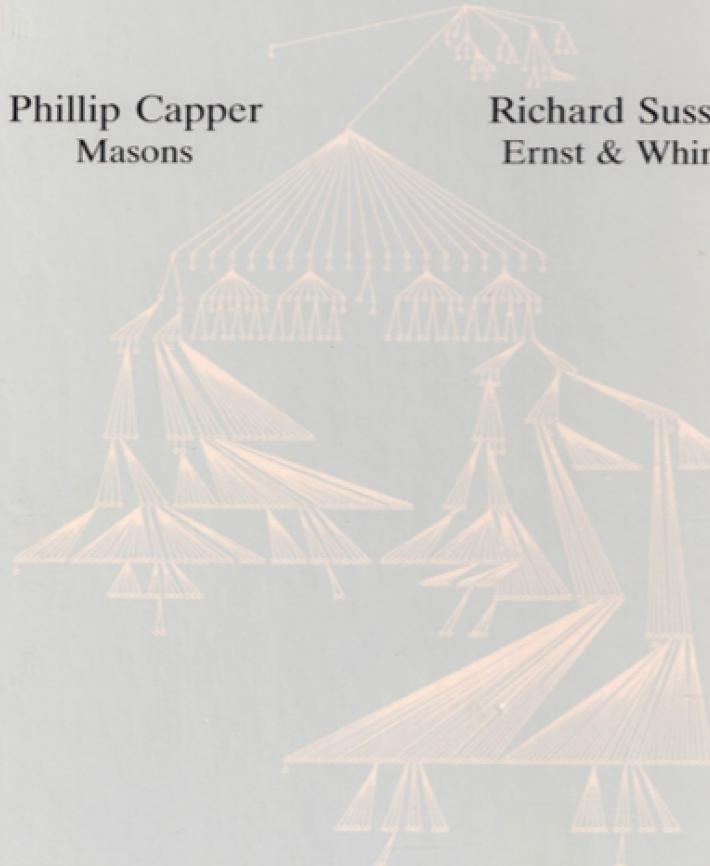
and yet of profound impact

ideal application area



# LATENT DAMAGE LAW THE EXPERT SYSTEM

A study of computers in legal problem solving



Phillip Capper  
Masons

Richard Susskind  
Ernst & Whinney

Foreword by Lord Justice Neill

Butterworths

the expert  
the knowledge engineer  
its function  
statute and case law  
self-knowledge

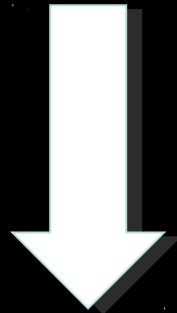
performance

surprise

memory

no ‘off days’

10 hours



10 minutes

more than  
2 million paths

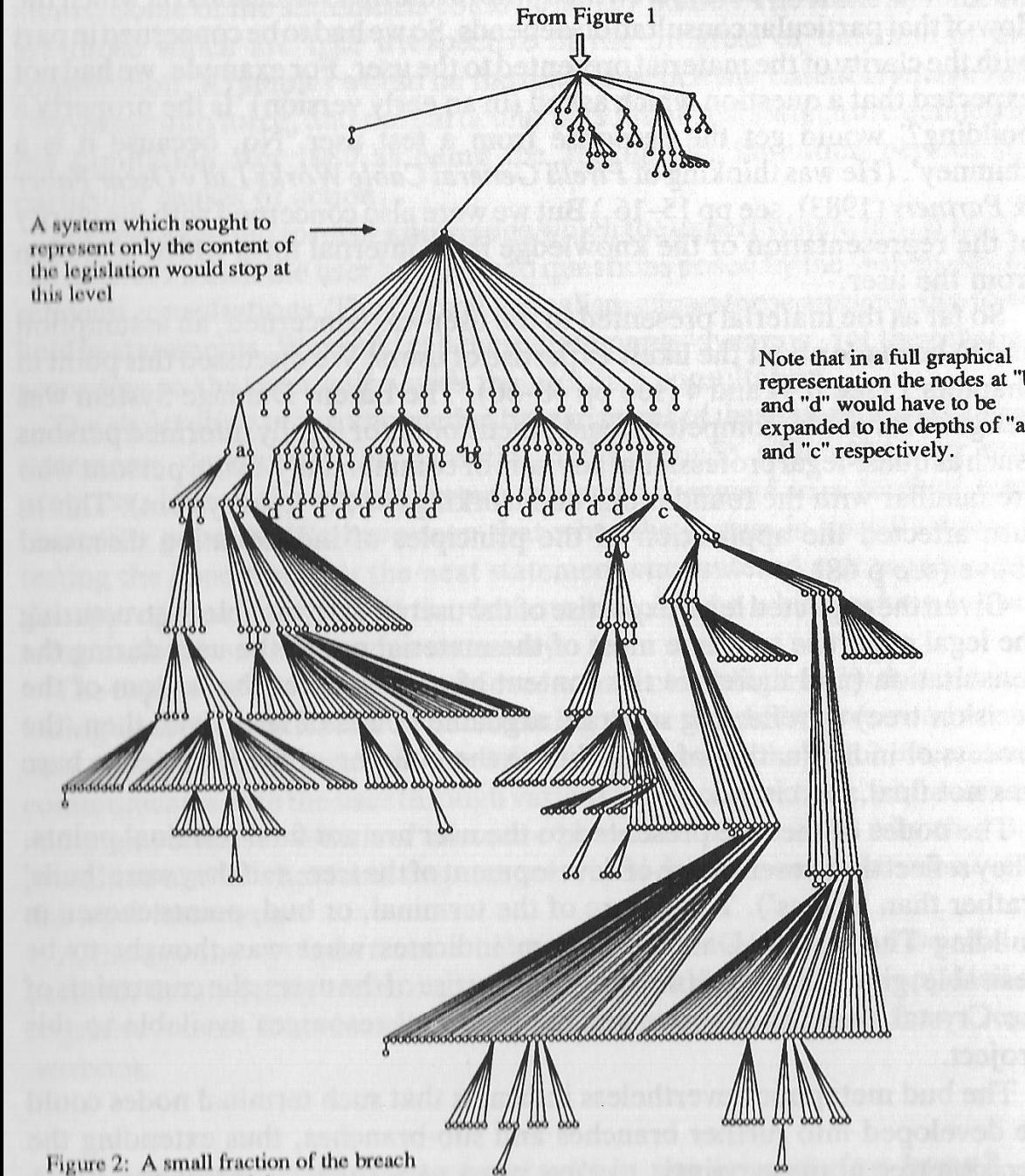


Figure 2: A small fraction of the breach of duty module

talked like a lawyer

in operation



# Latent Damage Law

## The Expert System



Press any key to continue

040

An expert system is not like a book. It will take you through all, but only, the paths relevant to your enquiry.

A few very general questions, first of all, will help confirm that your case is one to which the detailed expertise of this system is applicable. Before detailed analysis, we must exclude the possibility of a totally inappropriate enquiry.

Press F1 for explain or any other key to continue

No area of law is self-contained. This system focusses principally on negligence liabilities, and related aspects of contract, product liability, personal injuries and fraud. Does your case fall within these categories?

004

Yes  
No

Press Y for yes, N for no, F1 for explain

The legal context of latent damage assumes  
that some loss, damage or injury will be the  
subject of a claim.

005

Is this assumption warranted in your case?

Yes  
No

Press Y for yes, N for no, F1 for explain

A central element of the law on latent damage is that knowledge about the loss, damage or injury (or about the defendant responsible for it) arises only some time after its occurrence. Does this element seem to be present in your case? 006

Yes  
No

Press Y for yes, N for no, F1 for explain

From what you have said so far it seems  
that the most likely basis for alleging  
liability will be tortious negligence.

125

Shall we proceed on that basis?

Yes  
No

Press Y for yes, N for no, F1 for explain

209

Did the defendant's role in design or construction continue until completion of the building?

Yes  
No

Press Y for yes, N for no, F1 for explain

10 minutes later

## SUMMARY OF CONSULTATION

010

In your case, the limitation period applicable, by virtue of s.14A(4) of the Limitation Act 1980 (introduced by s.1 of the Latent Damage Act 1986) is the LATER of (a) six years from the date on which the cause of action accrued; or (b) three years from the date of knowledge of the "damage". The cause of action accrued by 2nd March 2005 and the date of knowledge was 21st December 2009 so the latter is the relevant date under s.14A(4).

Press F1 for explain or any other key to continue

The limitation period applicable under 010  
s.14A(4) of the Limitation Act 1980 is not  
affected in your case by the "longstop" rule in  
s.14B. (S.14A and s.14B were introduced by s.1 of  
the Latent Damage Act 1986). An action for damages  
for negligence cannot be brought more than 15  
years from the last date of the act or omission  
alleged to constitute negligence. However, 15  
years from that date - 12th March 2004  
in your case - goes beyond your limitation period.

Press F1 for explain or any other key to continue

010

According to the legislation and case law represented within this system, it seems that the last date on which proceedings could be started in your case is 21st December 2012

Details as to why this was deduced are shown on the next screen but do remember that no area of law is self-contained and other statutory and judicial sources may be relevant to your case.

Press F1 for explain or any other key to continue

The last date on which proceedings could be started in your case is 21st December 2012 011  
This has been deduced from the following dates:

- \* breach of duty -12th March 2004
- \* cause of action accrued-2nd March 2005
- \* fraud -not applicable
- \* deliberate concealment -not applicable
- \* property acquisition -29th November 1999
- \* date of knowledge -21st December 2009
- \* proceedings commenced -not applicable

Press F1 for explain or any other key to continue

The Second  
**International Conference**  
on Artificial Intelligence and  
Law

**Proceedings of the Conference**

June 13-16, 1989  
The University of British Columbia  
Vancouver, BC CANADA

Sponsored by:  
Faculty of Law, The University  
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Northeastern University, Boston, MA

feedback

# A legal eagle and only £64·50

## COMPUTERS

By Michael Becket

THE long-promised arrival of artificial intelligence as a practical tool has finally failed. Users of micro-computers have long wondered why machines so apparently clever never know anything.

They may calculate trajectories, map spaces on Mars, or design nuclear power stations (well their big brothers do), but there is not much demand for that in the average office. We want simpler guidance to business decisions and they are not so hot at that.

Artificial intelligence was the promise of systems that would—according to your hopes and fears—either conquer the galaxy or take over the world. Expert systems are the cut-down practical versions finally arriving to help.

As the name implies such programs incorporate the wisdom of experts. A computer can also know the subject matter specialists to discover what logical thought processes lead the analysis and produce conclusions on various topics such as the construction of cranes and data needed and how is the information weighed—and then builds a computer system to replicate all that.

There have been such systems for some time dealing with subjects as the diagnosis of abdominal illnesses, or the evaluation of seismic explorations, but they have been huge and have required vast computer power and lots of memory.

Butterfield, the legal publisher, last week launched a claimed world premiere, a complete legal expert system, using it in answer to questions. What luck it may be the precursor of similar products for other areas.

It costs £64·50 and for that you get not just the program but a book explaining how it was produced and how to use it, the program's author reckons you do not need one.

The biggest chunk of the book—nearly 40 pages—is in fact a discussion of just what is the legal liability of an expert system.

In other words if you lose the result of the computer giving wrong



advice what are your chances of getting damages from the author? (You will not be surprised to discover they reckon to be just-poor.)

The system ingeniously guides law students through the vagaries of latent damage liability, the arcane corner of law dealing with failures by professionals and craftsmen that become apparent only very much later.

Though specialised it is important because it encompasses law which is often seen as the mistake of an engineer that causes cracks in the foundations of an office tower leading to dangerous falls later and the failure of a contract because the clause is a contract producing horrendous losses a decade after.

Just because it is so recherche few lawyers know about it and experts are scarce and expensive. An ideal subject for expert systems.

But since it is so specialised the demand is small. Butterfield admits the product is less a commercial venture than one in the theory class of market research and a bit of customer education.

The company clearly doubts if

the notoriously conservative legal profession is ready to share don quixote yet to only 1,500 copies have been produced and there is no commitment to keep it up to date.

They would prefer a self-defeating business enterprise, for who would want to buy a program whose advice might be invalidated by an Appeal Court decision later this year?

But they publisher plainly wants to sell what they see as threatening their work and undermining the justification for enormous fees—as no one need tell it does—or as a user alternative to legal textbooks.

Even lawyers may need help, as the system acknowledges by providing an explanation page with each rule.

It took six man months to build the system but both the creators are lawyers as well computer experts so Mr Susskind reckons a normal time for such development probably be nearer double that.

And then there is the time needed for people to put it through its paces, checking where any obvious gaps have been left.

Even so Mr Susskind, Prof Capper and Butterfield have shown it is possible to produce an expert system with about 100 rules which will run on an ordinary IBM compatible desk-top computer and sell at £64·50.

That shows it may well be possible to create similar software for an enormous range of business applications from staff distribution to getting planning permission to any number of legal and other problems.

On top of such systems with generally appeal the professions early last year got a new technological assistance: medical diagnosis, other areas of legal problems, accountancy. The range is impressive.

Though Richard Susskind's program incorporates Prof Capper's experience and opinions it has sometimes surprised him with its decisions.

A principal reason is that unlike humans, computers do



Richard Susskind (left) of Ernst & Whinney and Phillip Capper of Masons

Financial Times Wednesday March 30 1983

## BUSINESS LAW

# Limits of artificial intelligence

By A.H. Hermann, Legal Correspondent

WRITING about the Latest Damage Act (Business Law, August 1982) shortly before it came into force, I said that it was a statute which solved nothing or only very little. It has become evident that I was then uncharacteristically kind.

The new Act only added to the confusion of the previous law which made the eminent Law Lords agreed on the subject differently. As a result, architects, builders and their clients kept guessing about their liability for negligence, the effect of which became evident many years after the damage had been completed and taken over. Because of time limitations, actions for damages, owners often lost legal rights to sue against them before they discovered that they had them.

The Law Lords now enter another three years from the date when they discovered the damage in which to claim and provided an overriding time limit of 15 years from the date of the wrong or the breach of duty, beyond which no action can be sued. This sounds simple but in fact the statute is unoriginal in the best tradition of English statutory drafting.

Lord Justice Capper of Keble College Oxford, author of the Latest Damage Act 1980, the first book published on this subject, says that the Act is "a dense web of barely intelligible interlocking rules introducing a range of overriding and inter-related time periods". The Act cannot be understood without extensive knowledge of other relevant pieces of legislation and case law.

Professor Capper, who has worked as a commercial programme writer, must have in mind the frequent sight of English judges wishing for a computer to guide them through the statute. When, he met Dr Richard Susskind, an artificial intelligence expert with a Scotch law background, they put their expertise together and produced a computer programme to solve the mysteries of the latest damage law. The disk carrying the programme will be enclosed in that book, *Latest Damage Law*. The system, to be published by the Law Society, is to be published by the Law Society, putting case law before法官.

Like a majority of English judges—Mansfield, Denning and Deacon, for example—appreciate the importance of legal principles not only for justice but

also for the clarity and consistency of the law. The majority were brain-washed into believing that it is the twists that matter, that the law is necessarily beyond the comprehension of the layman.

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also for the clarity and consistency of the law. The majority were brain-washed into believing that it is the twists that matter, that the law is necessarily beyond the comprehension of the layman.

Even Shakespeare fell into the trap of shrewd merchant of Venice would have dreamed of making a obviously invalid contract; if he was so out of his mind to claim a pound of flesh as a contractual penalty, he would have been no need for Portia to invent her celebrated twist. In civil law countries the court is supposed to go to law and contracts which are common boiler mors are invalid from the very beginning.

The view of law is that of twain and as principle led judges to favour liberal interpretation and that in turn has led to statutes which do not state the intent of parliament and try to provide for every situation which makes them too long and unnecessary and fail to provide for every situation as many cannot be foreseen. The English statutes are often twice as long as the corresponding French, German or Swedish statutes and infamy less meaningful.

Prof R.M. Goods of Queen Mary College, University of London, a leading expert in English comparative law wrote: "All too often our statutes are drafted in turgid and impersonal prose without detailed study, even to get a general idea of what is intended".

It has not always been like this. Sir Henry Thellusson, who was the first to hold the chair of Parliamentary Counsel, instructed the statute draftsmen in 1819 that: "... (the) principle must be observed in every out-of-court legislation in so much concise language as is possible".

Expert computer systems, like that developed by Professor Capper and Dr Susskind for latest damage, could help a little to unravel the backlog of obscure law. But neither expert lawyers nor computer systems can provide a real and lasting remedy by themselves. That can only be brought about by co-operation of a Law Work on the codification of criminal law is in hand. Codification of criminal law—not of commercial law in the narrow sense alone—is needed as much, if not more. The Law Commission should be allowed to do it. It is now painfully underfunded.

<sup>1</sup> Held by Criminal Law Division, L.L.B.

<sup>2</sup> P.T. 23 1984, p. 8

<sup>3</sup> H.S. Kent, Jr., p. 22, 1984



what did we expect?

what have we got?

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## Abacus Enterprise Workflow



Report Date: 10/10/2008

Planning Date: 10/09/2008

### Summary Status (CT)

#### By Period

Period	Customization	Data Collection	Planning	Payments	Other
All Solutions	<span style="background-color: red;">■</span> <span style="background-color: yellow;">■</span> <span style="background-color: green;">■</span> <span style="background-color: blue;">■</span>	<span style="background-color: red;">■</span> <span style="background-color: yellow;">■</span> <span style="background-color: green;">■</span> <span style="background-color: blue;">■</span>	<span style="background-color: red;">■</span> <span style="background-color: yellow;">■</span> <span style="background-color: green;">■</span> <span style="background-color: blue;">■</span>	<span style="background-color: red;">■</span> <span style="background-color: yellow;">■</span> <span style="background-color: green;">■</span> <span style="background-color: blue;">■</span>	<span style="background-color: red;">■</span> <span style="background-color: yellow;">■</span> <span style="background-color: green;">■</span> <span style="background-color: blue;">■</span>
Miller, 2008	<span style="background-color: red;">■</span> <span style="background-color: orange;">■</span> <span style="background-color: green;">■</span> <span style="background-color: blue;">■</span>	<span style="background-color: red;">■</span> <span style="background-color: orange;">■</span> <span style="background-color: green;">■</span> <span style="background-color: blue;">■</span>	<span style="background-color: red;">■</span> <span style="background-color: orange;">■</span> <span style="background-color: green;">■</span> <span style="background-color: blue;">■</span>	<span style="background-color: red;">■</span> <span style="background-color: orange;">■</span> <span style="background-color: green;">■</span> <span style="background-color: blue;">■</span>	<span style="background-color: red;">■</span> <span style="background-color: orange;">■</span> <span style="background-color: green;">■</span> <span style="background-color: blue;">■</span>
Miller, 2009	<span style="background-color: red;">■</span> <span style="background-color: orange;">■</span> <span style="background-color: green;">■</span> <span style="background-color: blue;">■</span>	<span style="background-color: red;">■</span> <span style="background-color: orange;">■</span> <span style="background-color: green;">■</span> <span style="background-color: blue;">■</span>	<span style="background-color: red;">■</span> <span style="background-color: orange;">■</span> <span style="background-color: green;">■</span> <span style="background-color: blue;">■</span>	<span style="background-color: red;">■</span> <span style="background-color: orange;">■</span> <span style="background-color: green;">■</span> <span style="background-color: blue;">■</span>	<span style="background-color: red;">■</span> <span style="background-color: orange;">■</span> <span style="background-color: green;">■</span> <span style="background-color: blue;">■</span>
Miller, 2010	<span style="background-color: red;">■</span> <span style="background-color: orange;">■</span> <span style="background-color: green;">■</span> <span style="background-color: blue;">■</span>	<span style="background-color: red;">■</span> <span style="background-color: orange;">■</span> <span style="background-color: green;">■</span> <span style="background-color: blue;">■</span>	<span style="background-color: red;">■</span> <span style="background-color: orange;">■</span> <span style="background-color: green;">■</span> <span style="background-color: blue;">■</span>	<span style="background-color: red;">■</span> <span style="background-color: orange;">■</span> <span style="background-color: green;">■</span> <span style="background-color: blue;">■</span>	<span style="background-color: red;">■</span> <span style="background-color: orange;">■</span> <span style="background-color: green;">■</span> <span style="background-color: blue;">■</span>

- Pending
- Not required now
- Not yet required now
- Completed

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HOT<sup>docs</sup>



## Technology

Our technology

Document automation >

Website platforms & workflow

Content management system

Online client engagement for law firms

## Document automation

Document automation (sometimes known as document assembly) is the process used to speed up the creation of documents and forms through the use of flexible and dynamic templates. Templates contain all the clauses and text necessary to compile a particular document, which will be invoked during the drafting process according to the rules and logic of the template.

Once templates have been authored, they will typically be completed in the document automation system by the drafter answering a series of questions relevant to the particular document and to their individual circumstances. This process can significantly reduce the time required to create documents, thereby lowering costs, as well as improving the accuracy and consistency of the finished draft. Furthermore, the simplicity of the process means that documents can be drafted by individuals with no specialist training or knowledge. Epoq has been at the forefront of the document automation revolution since 1997, when we launched Rapidocs®, our proprietary document automation system which has become one of the most sophisticated and intuitive solutions available.

### Rapidocs®

Rapidocs® is unique in that it was developed with the novice in mind – consumers with no legal training or understanding are using it on a daily basis to construct Wills, fill out divorce forms or draft employment agreements and numerous other complex documents. Rapidocs® includes context sensitive help and advice, so users can be guided through the more complex parts of a document in the most appropriate manner, whilst always having detailed document notes to fall back on should they require them. There are essentially two components to the software suite: Rapidocs® Web and Rapidocs® Author.

- **Rapidocs® Web:** + [More info...](#)
- **Rapidocs® Author:** + [More info...](#)

so why are there not more?

don't judge  
too harshly

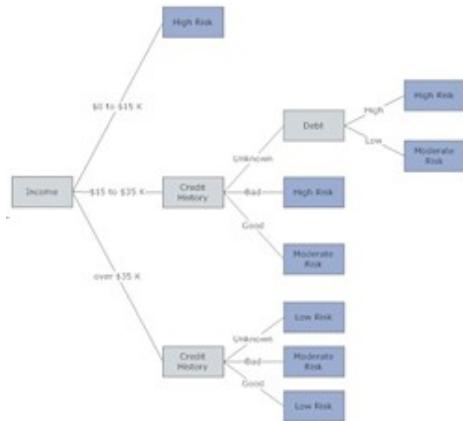
architectural

vs

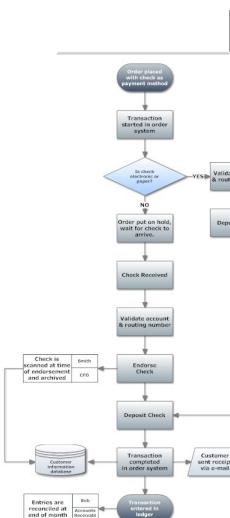
functional

‘using computer technology to  
make scarce expertise and  
knowledge more widely  
available and easily accessible’





# FAQs



**ROCKET**LAWYER

*legalzoom*<sup>®</sup>

*nonetheless*

law

medicine

tax

audit

consulting

costly to build  
no incentives  
the Web

6 August 1991



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The Third International Conference on  
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Conference Chairman:  
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Fax: +44-181-4820204.

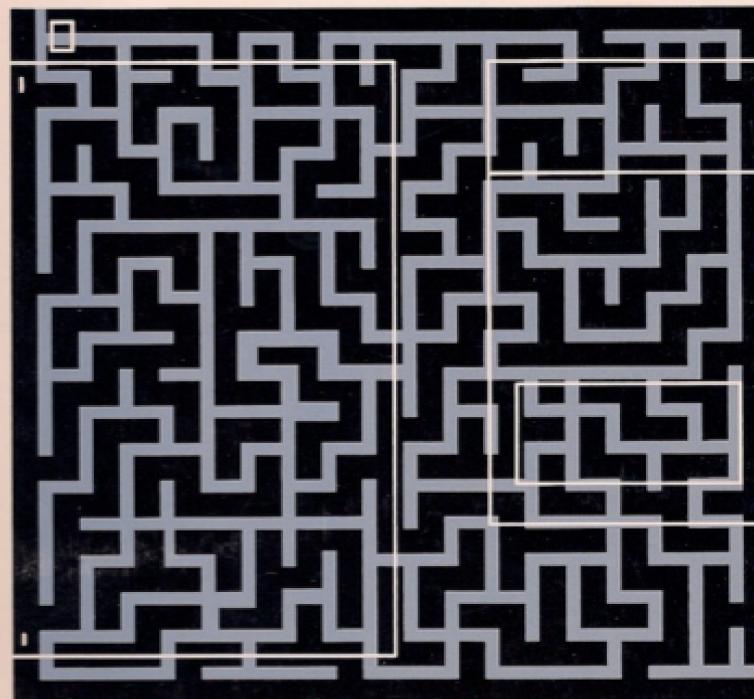
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RICHARD SUSSKIND

ESSAYS ON LAW AND  
ARTIFICIAL INTELLIGENCE



Complex 7/93  
Norwegian Research Center for Computers and Law

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# AI Fallacy

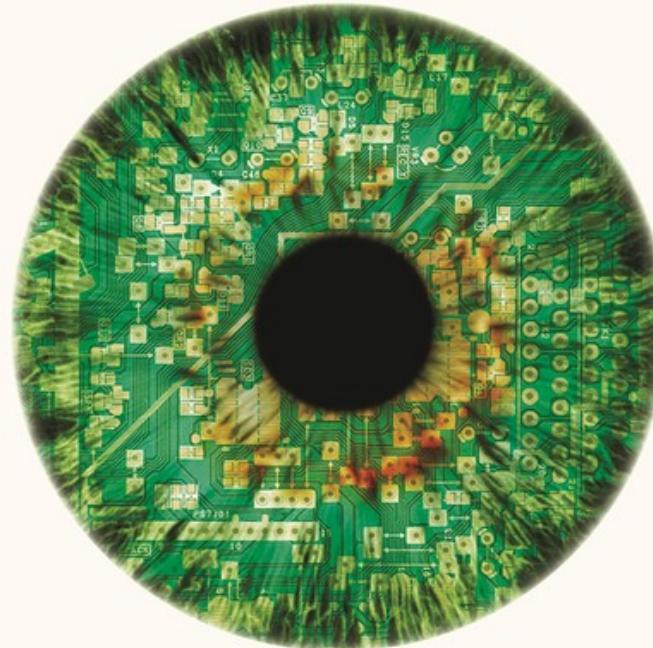
# Garry Kasparov

vs



*'A Financial Times Book of the Year'*

RICHARD DANIEL  
SUSSKIND SUSSKIND



# THE FUTURE OF THE PROFESSIONS

HOW TECHNOLOGY WILL TRANSFORM  
THE WORK OF HUMAN EXPERTS

‘there are lots of ways of being  
smart that aren’t smart like us’

Patrick Winston

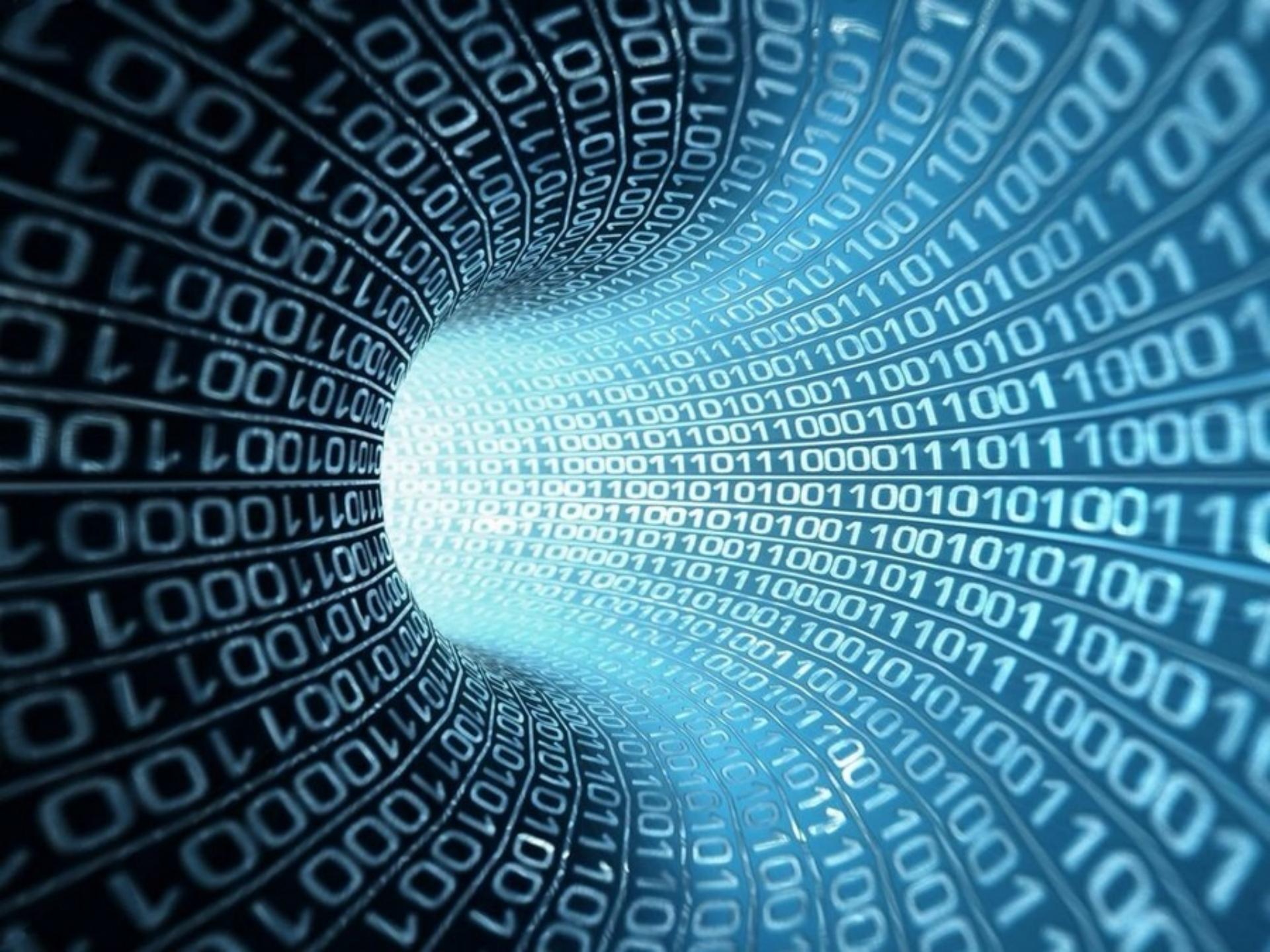
# AI Fallacy

‘the mistaken assumption that the only way to develop systems that perform tasks at the level of experts or higher is to replicate the thinking processes of human specialists’

judgment

to what problem is  
judgment the solution?

uncertainty



 Lex Machina

can machines think?



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IBM invented an ingenious program—not a computer that can think.

By JOHN SEARLE

increasingly capable  
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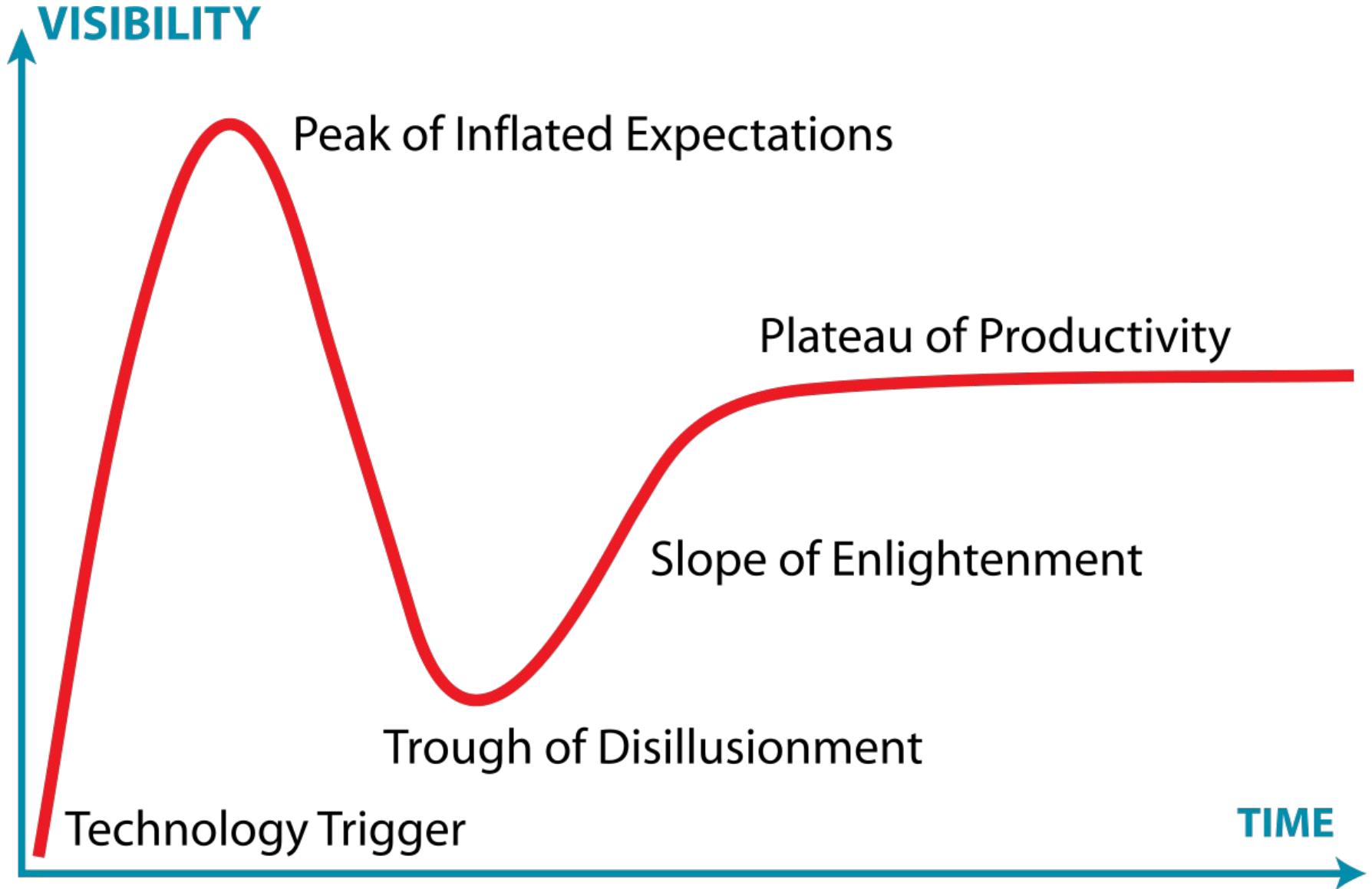
how  
should  
we  
feel?

**DAILY NEWS**

---

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**BE CAREFUL  
WHAT YOU WISH FOR  
BECAUSE YOU  
JUST MIGHT GET IT.**



**Richard Susskind**

@richardsusskind



"AI" has become a verb. "We can AI that".  
Often said by people who would struggle to  
distinguish between a neural network & a  
custard cream.

RETWEETS

93

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4:51 PM - 23 Mar 2017



10



93



132



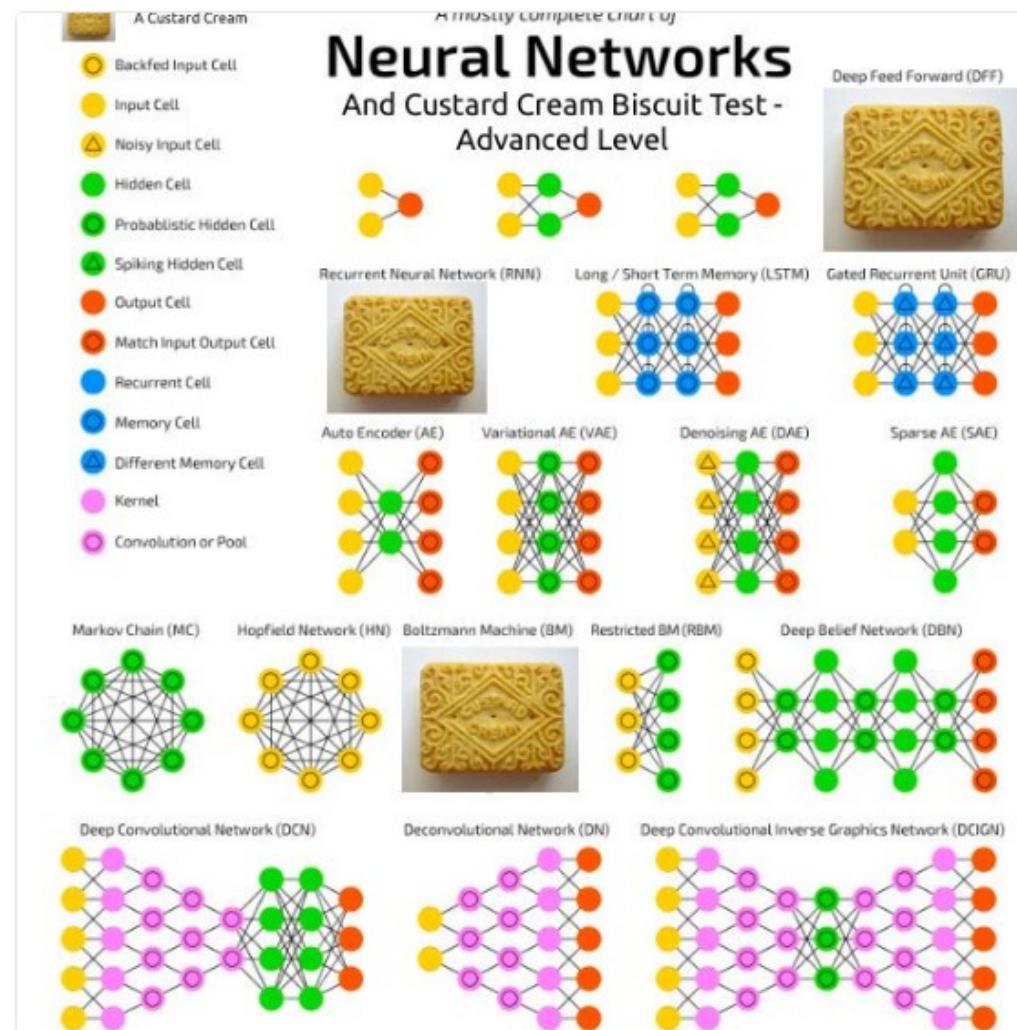


Richard Tromans  
@ArtificialLawya

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# Neural network and Custard Creams - Advanced Level Test

HT @richardsusskind @DerekSouthall  
(With apologies to Fjodor Van Veen)





Power of Understanding



MACHINE LEARNING  
CONTRACT ANALYSIS



Luminance

TECHNOLOGY-ASSISTED REVIEW IN E-DISCOVERY CAN BE  
MORE EFFECTIVE AND MORE EFFICIENT  
THAN EXHAUSTIVE MANUAL REVIEW

By Maura R. Grossman<sup>\*</sup> & Gordon V. Cormack<sup>† \*\*</sup>

Cite as: Maura R. Grossman & Gordon V. Cormack,  
*Technology-Assisted Review in E-Discovery Can Be More  
Effective and More Efficient Than Exhaustive Manual  
Review*, XVII RICH. J.L. & TECH. 11 (2011),  
<http://jolt.richmond.edu/v17i3/article11.pdf>.



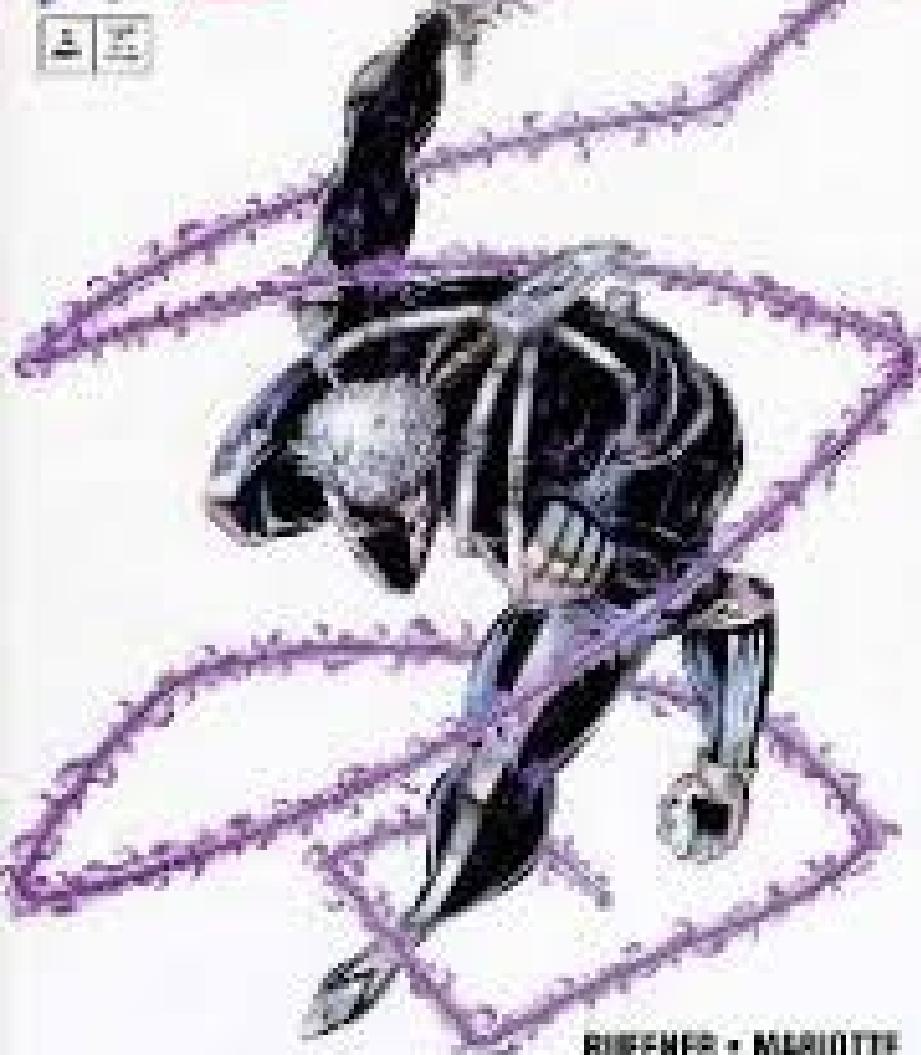
## *Allen & Overy and Deloitte tackle OTC derivatives market challenge*

13 June 2016





# BAGUETTE



RUFFNER • MARIOTTE  
BOOTH • REGLA

manifesto

*policy and aims for the AI  
and law research community*

*for the coming decade*

*(draft for discussion)*



systems that undertake  
tasks that traditionally  
required human lawyers

*NB tasks not jobs*

15

# I. Social Purpose

to use AI techniques and technologies  
to increase access to law and access to justice

Before the law stands a gatekeeper. A man from the country comes to this gatekeeper and requests admittance into the law. But the gatekeeper says that he cannot grant him admittance right now ... The man from the country had not expected such difficulties; after all, he thinks, the law should be accessible to everyone at all times. (Kafka)

## 2. Academic Orientation

to develop and test new theories,  
techniques, methods, and systems

### 3. Contribution to AI

to contribute to work in the field of AI,  
especially through research into various forms  
of reasoning and problem-solving

## 4. Contribution to Jurisprudence

to explore traditional questions of legal theory  
using a new set of challenges and concepts

## 5. Scope

to focus on systems that engage in or support legislating, learning, advising, drafting, analysing, reasoning, and problem-solving

## 6. Both Generations

to engage in research into and development  
of both the first and second waves of systems

## 7. Approach

to maintain a multi-disciplinary orientation,  
involving (but not limited to) AI/law  
specialists, lawyers, legal theorists, computer  
and AI scientists, behavioural and  
cognitive psychologists

## 8. Collaboration

to work closely with those involved  
with innovating in legal practice and in the  
administration of justice

## 9. Spirit

to be bold and brave, pushing the boundaries, challenging – activists as well as theorists, but always sensitive

# 10. Method

to be unfailingly rigorous and responsible,  
rooted

in robust theory and often in empirical evidence

## II. Public and Accessible

to publish findings both as traditional scholarship as well as in forms that are accessible to non-technical audiences

## 12. Commercial

to provide a stream of innovations that are suitable for exploitation in the marketplace

# I3. Thought Leadership

to be the principal thought leaders  
in the field, based on rigour and research

# 14. The Law of AI in the Law

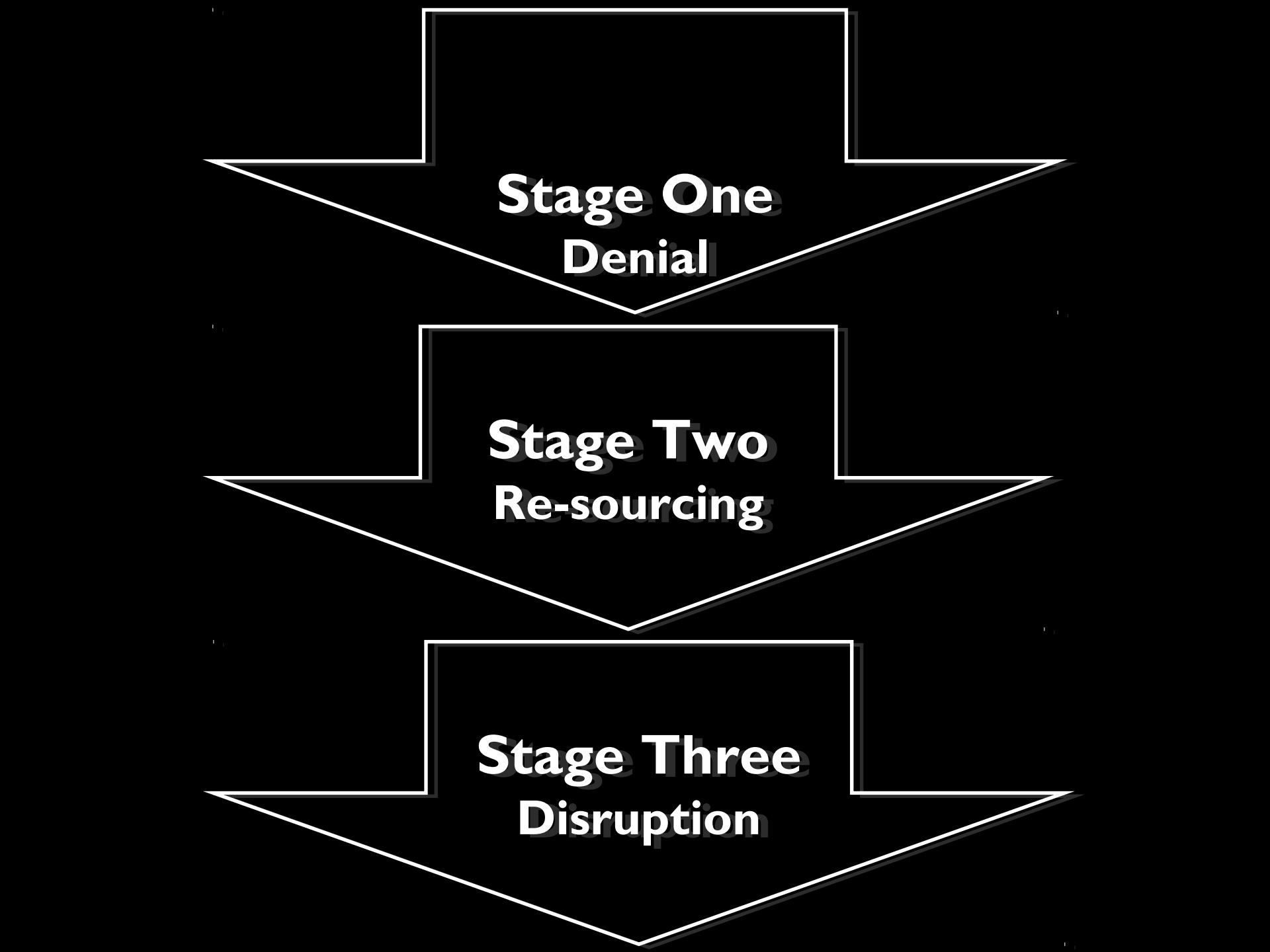
to identify and assess the legal  
implications of the technologies

# 15. Ethics of AI in Law

to articulate and debate the moral dilemmas  
that might arise from the technologies



**finally**



**Stage One**  
**Denial**

**Stage Two**  
**Re-sourcing**

**Stage Three**  
**Disruption**

**‘The best way to predict the  
future ...**

... is to invent it'

richard@susskind.com

@richardsusskind