

THE CHICAGO BAR ASSOCIATION PRESENTS:

**AI 2035: The Legal Profession and the
Law in the Age of Artificial Intelligence**

*Human + Machine
Collaboration:
Redesigning Legal Workflows for the
Next Decade*



Scan for CLE (Feinberg Theater)



THE
**CHICAGO
BAR
ASSOCIATION**

Human + Machine Collaboration: Redesigning Legal Workflows for the Next Decade

Alicia Hawley, Of Counsel, K&L Gates LLP

Daniel W. Linna Jr., Senior Lecturer, Director of Law and Technology Initiatives,
Northwestern Pritzker School of Law and McCormick School of Engineering

Michael O'Malley, Executive Director, Illinois Property Tax Appeals Board

2026 AI in Professional Services Report

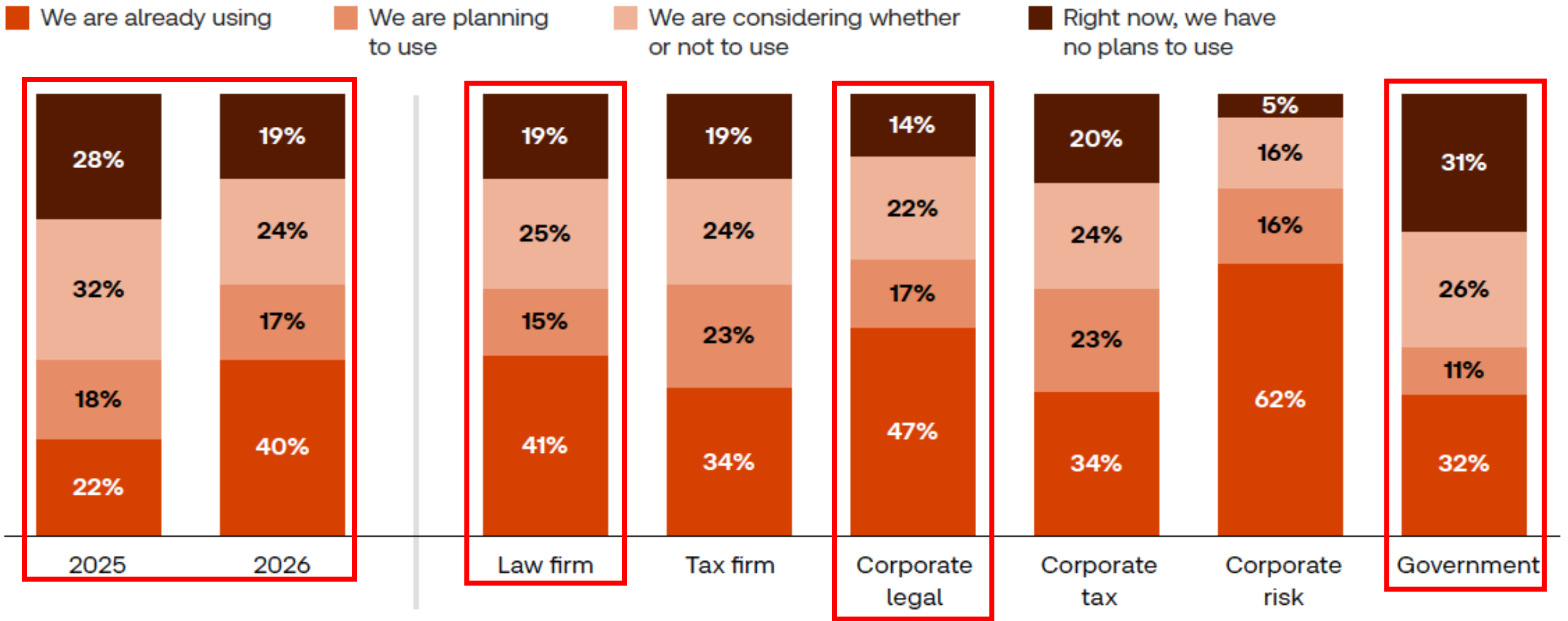
GenAI is here, agentic AI is coming —
and business model shifts are next



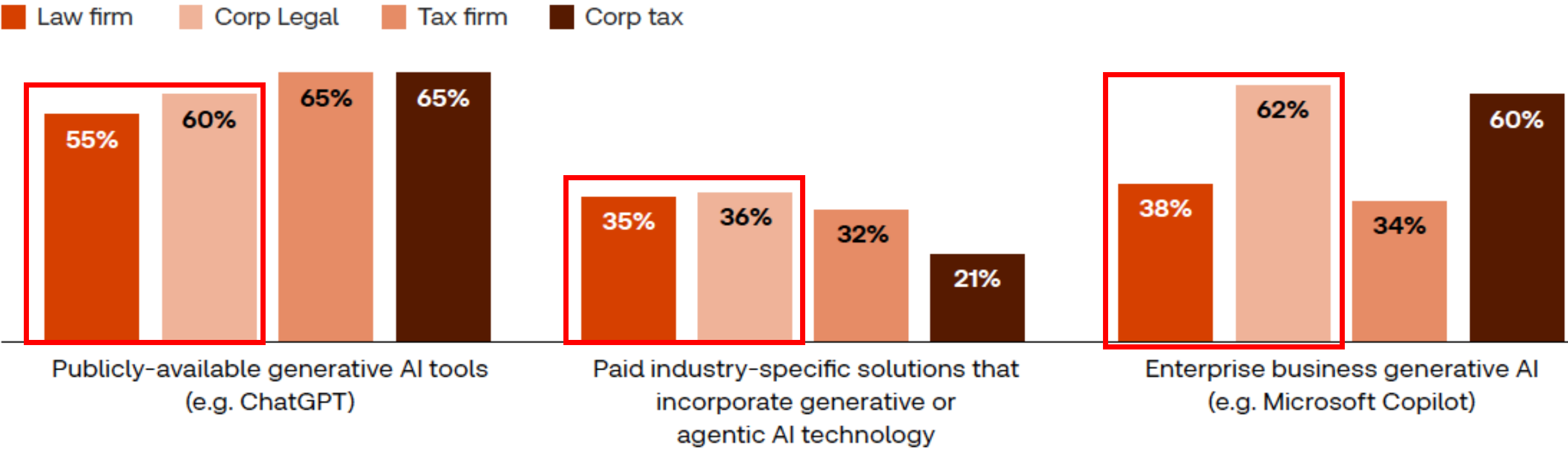
**Thomson Reuters
Institute**

Organizational use of GenAI, now and in the future

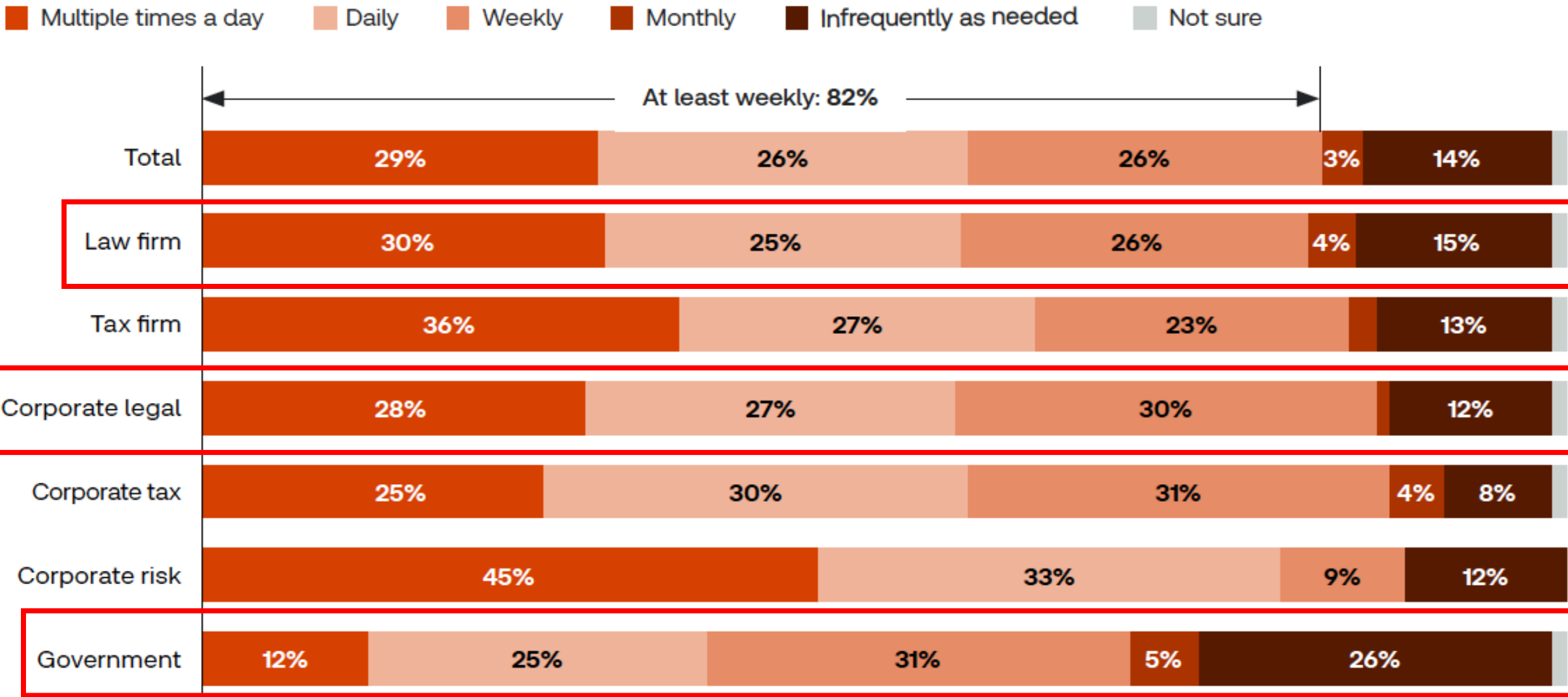
Organizational GenAI usage, by organization type



Current individual GenAI usage, by organization type

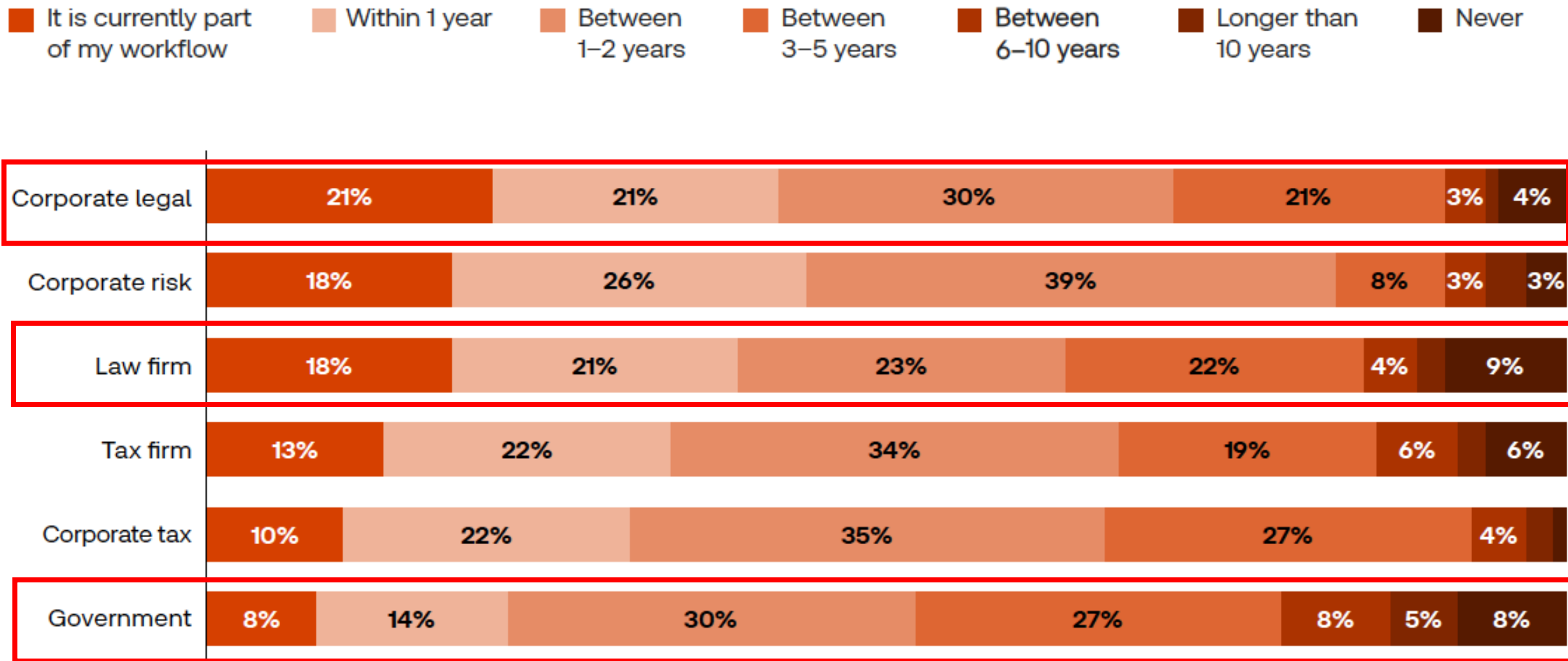


Frequency of GenAI usage among current users



Source: Thomson Reuters 2026

Estimated time until GenAI is central to organization's workflow



Source: Thomson Reuters 2026

Top generative AI use cases by industry

Legal

-
1. Legal research (80%)
 2. Document review (74%)
 3. Document summarization (73%)
 4. Brief or memo drafting (59%)
 5. Correspondence drafting (55%)
 6. Contract drafting (49%)
-

Legal in 2025 Government in 2025

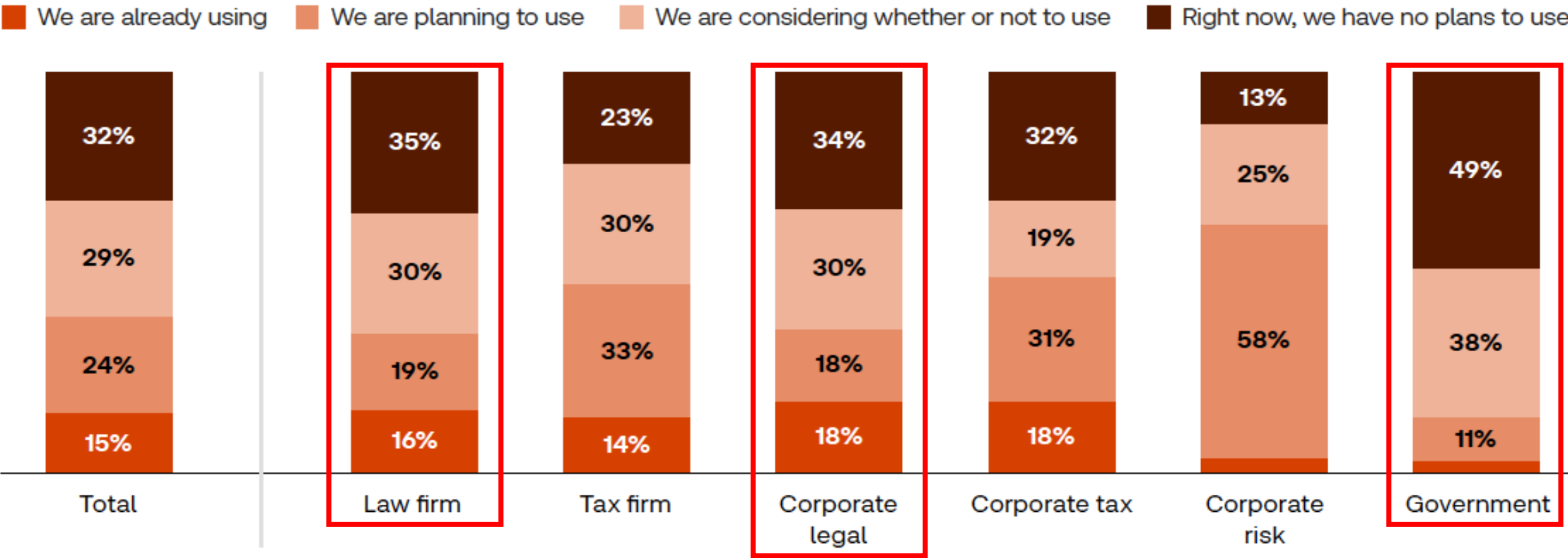


Potential Use Cases

Generate	Generate text and documents
Revise	Revise writing to improve clarity, change tone, be concise, etc.
Summarize	Summarize text
Extract	Extract information from documents
Analyze	Analyze documents
Brainstorm	Brainstorm ideas
Engage	Create a conversational AI chatbot or assistant, powered by a knowledge base

Agentic AI's use on the rise

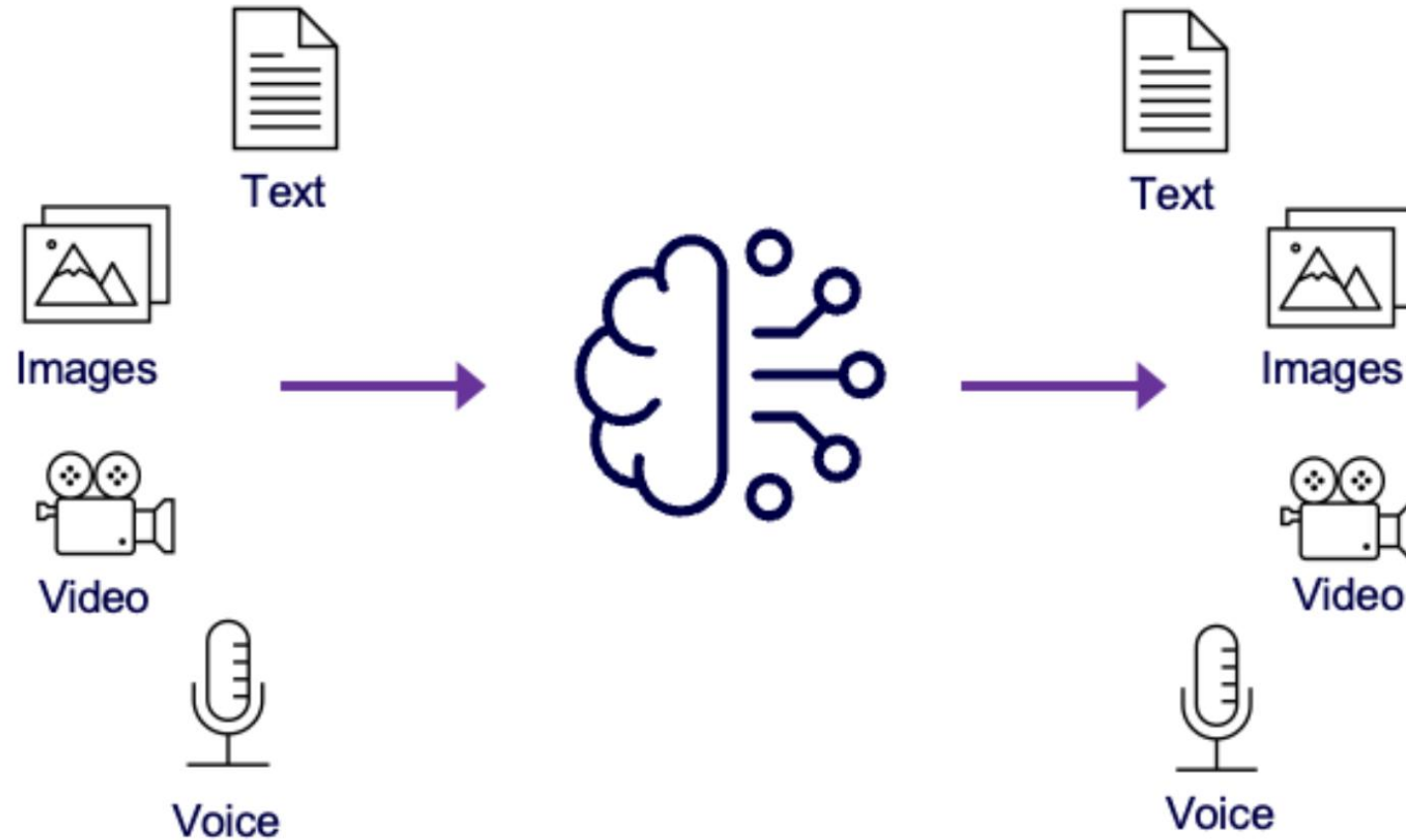
Organizational agentic AI usage, by organization type



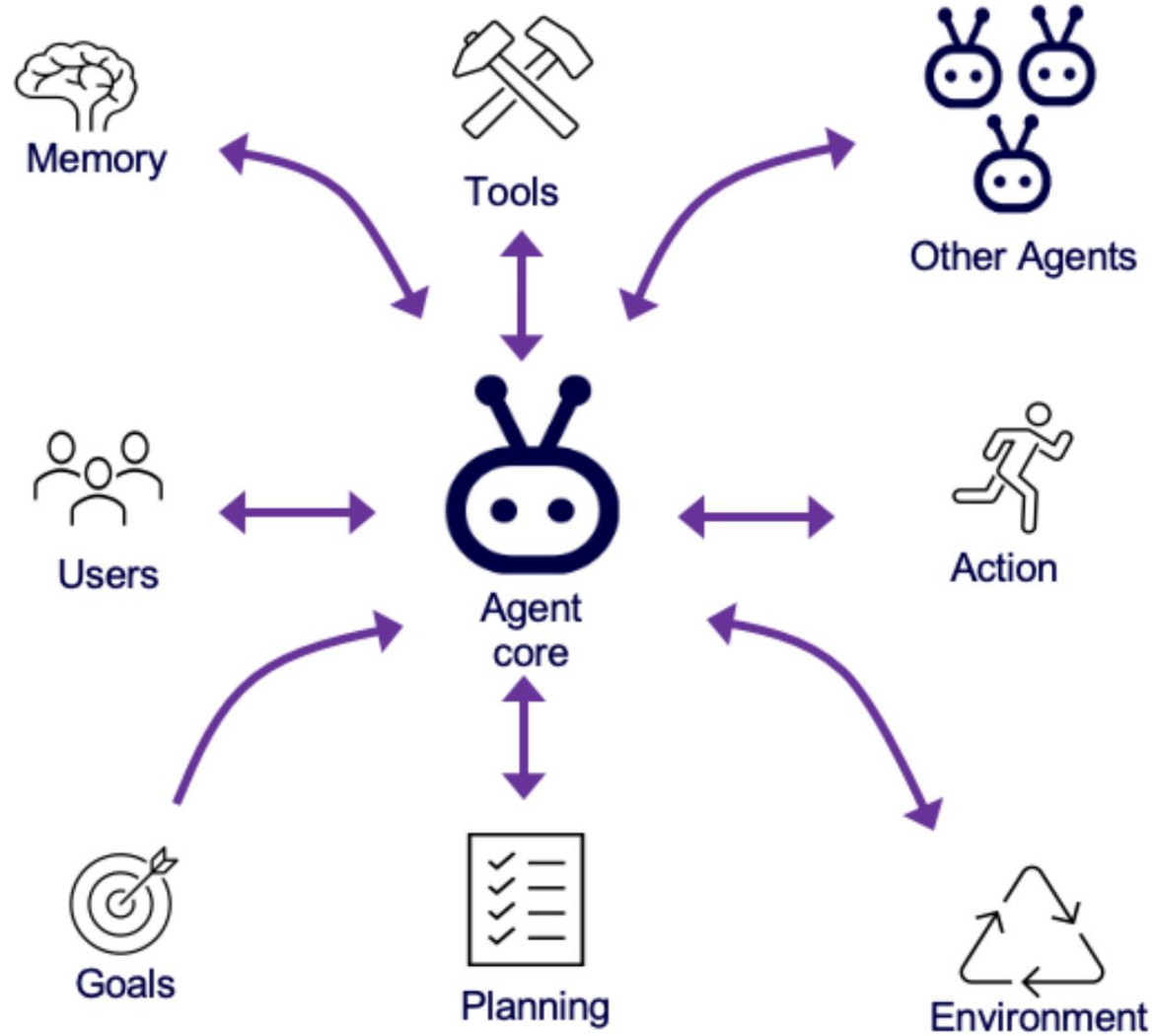
AI Agents

- Software systems that use AI to pursue goals and complete tasks.
- Have a level of autonomy to make decisions, learn, and adapt.
- Characteristics
 - Planning
 - Reasoning
 - Memory

Models – *generate predictions* based on inputs

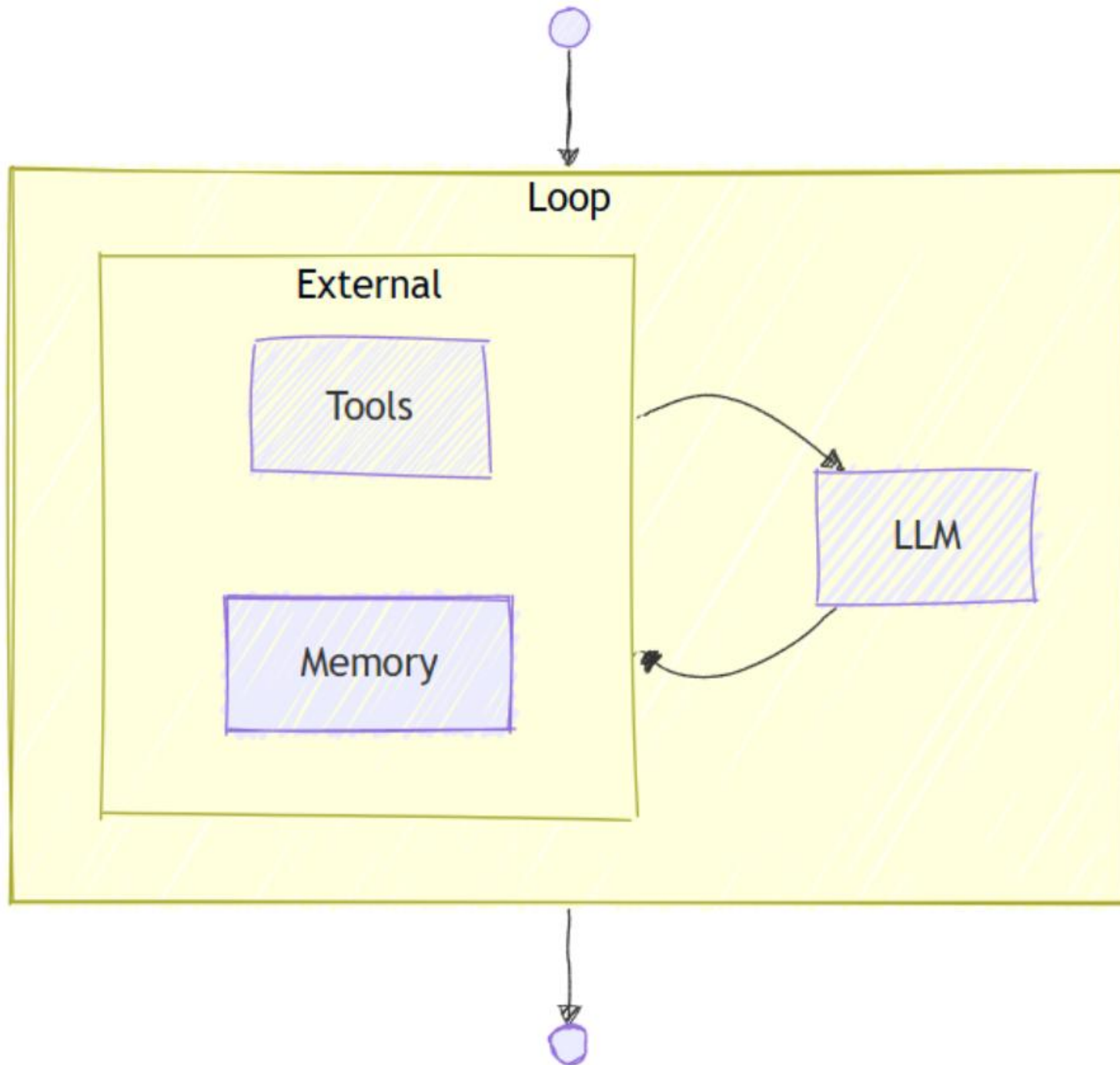


Agents – *do things*



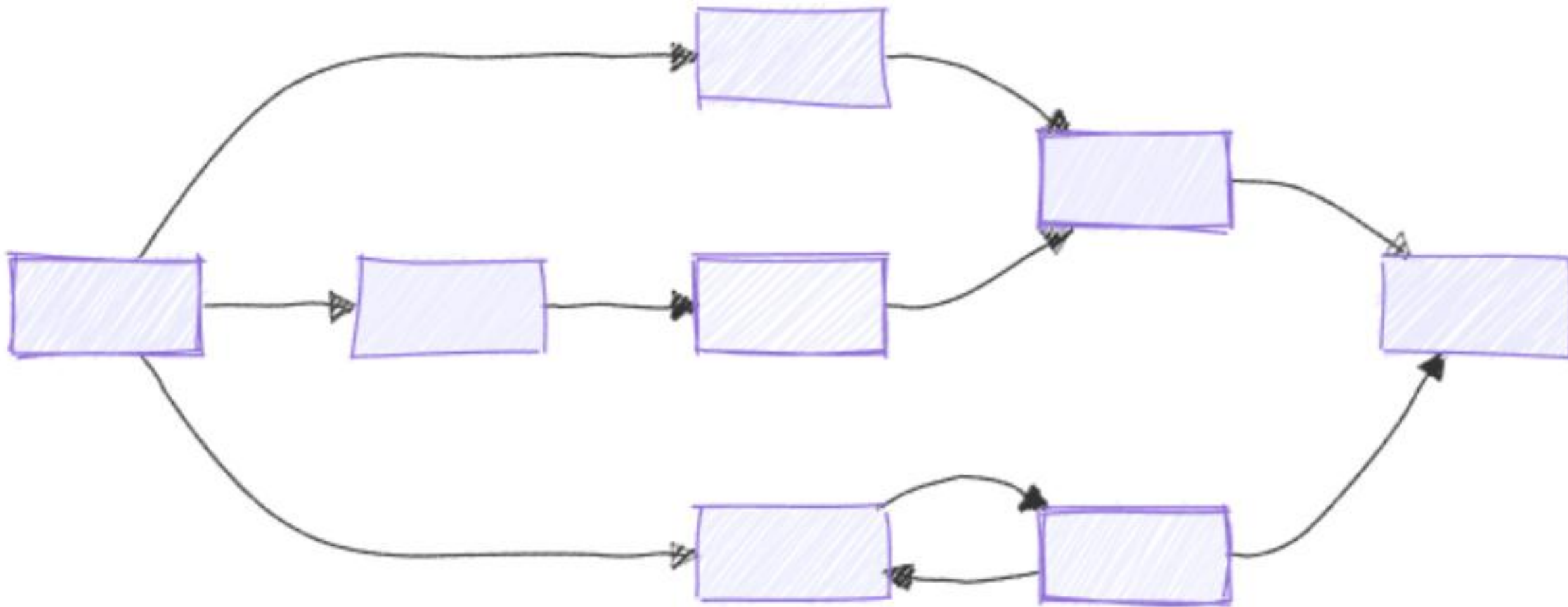
Agentic AI Use Cases

- Process automation / workflow management
- Research
- Writing
- Data analysis and reporting
- Risk assessment and reporting



Microsoft Agent Framework
Workflows, <https://learn.microsoft.com/en-us/agent-framework/workflows/>

Workflows



How is the industry changing?

- People
- Process
- Data
- Technology

People

- Allied Professionals
 - Innovation leaders, Project Managers, Legal Engineers, Data Scientists ...
- Lawyers and Legal Professionals with new skills
 - People skills
 - Leadership, Management, Listening, Coaching, Counseling, Empathy
 - Process, Data, & Technology skills

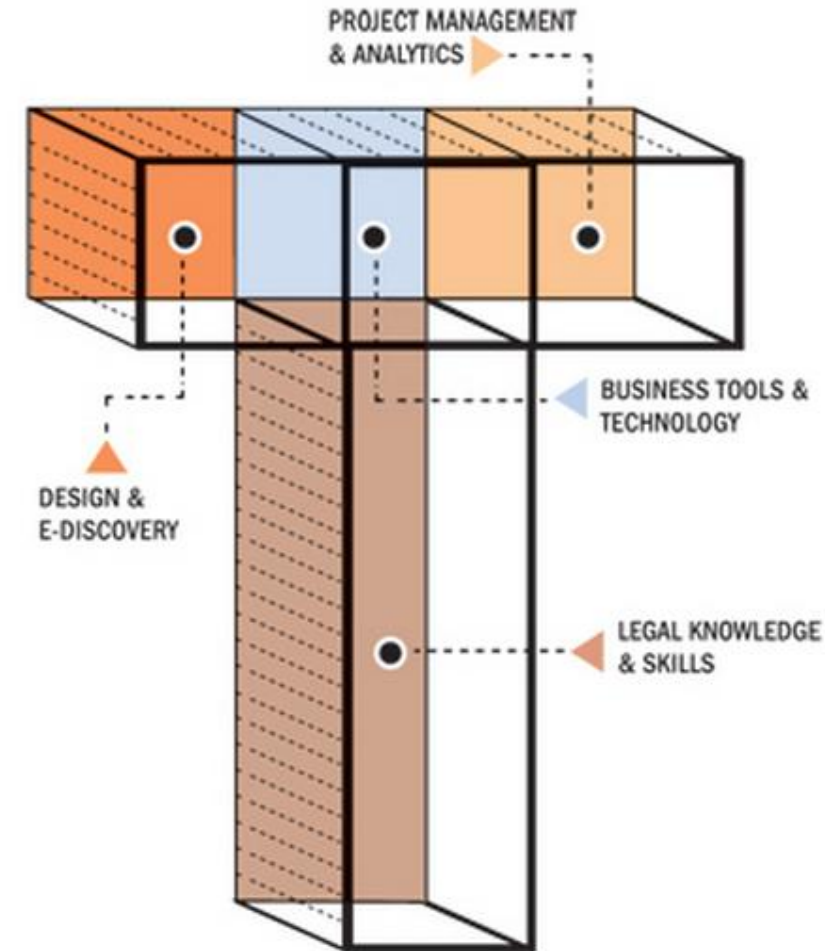
21st Century Legal Services

- Business of law (i.e., legal operations)
- Process improvement
- Project management
- Knowledge management
- Metrics
- Data analytics
- Technology

The 21st-Century T-Shaped Lawyer

Volume 40 Number 4

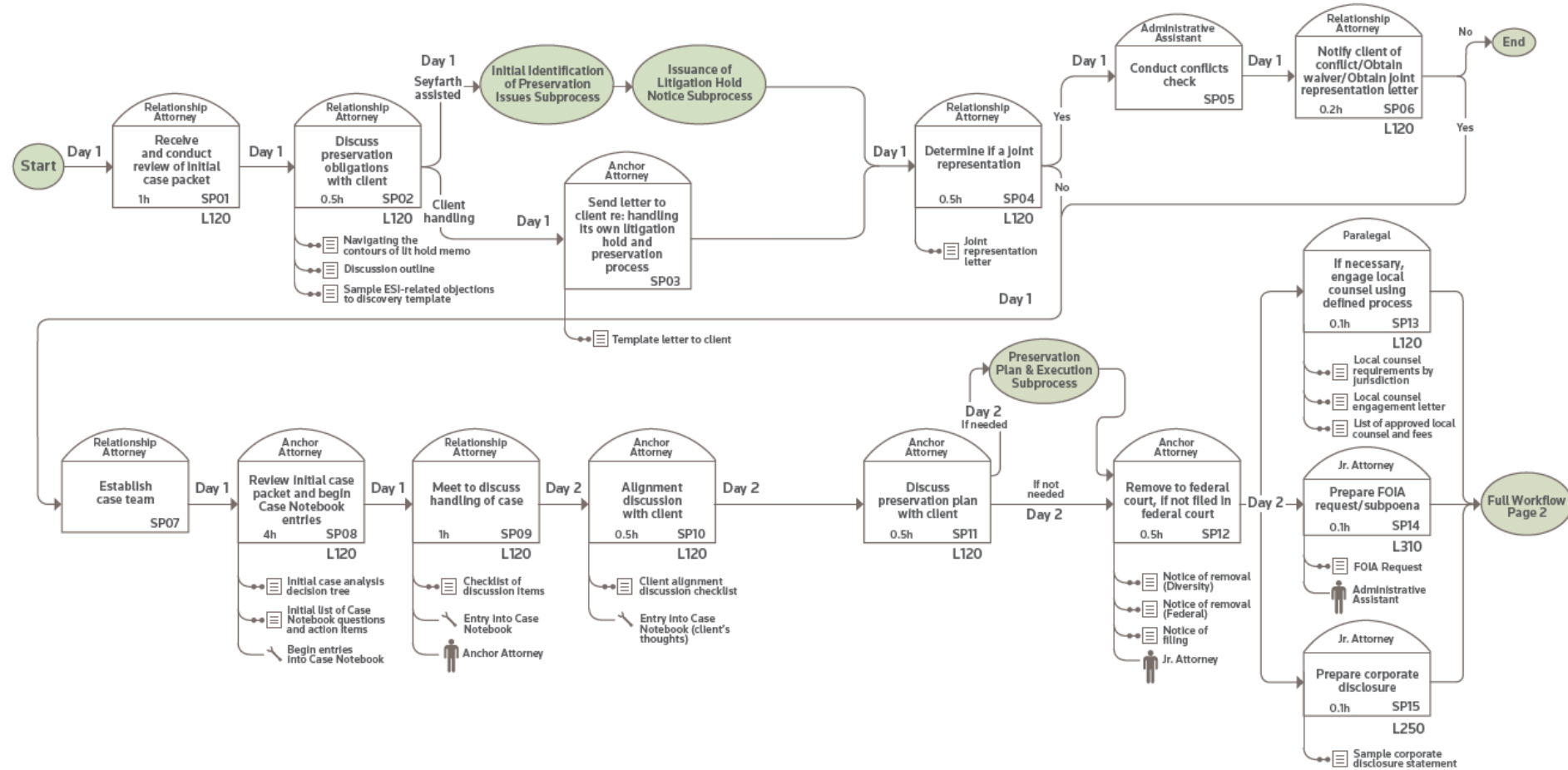
By
R. Amani Smathers



Process

- Disaggregate legal work
 - Legal matters vary, yet consist of similar components
 - Processes can be perfected
- Who does the work?
 - Not all is “practice of law”
 - Make versus buy?
 - Outsource
 - Automate with Technology

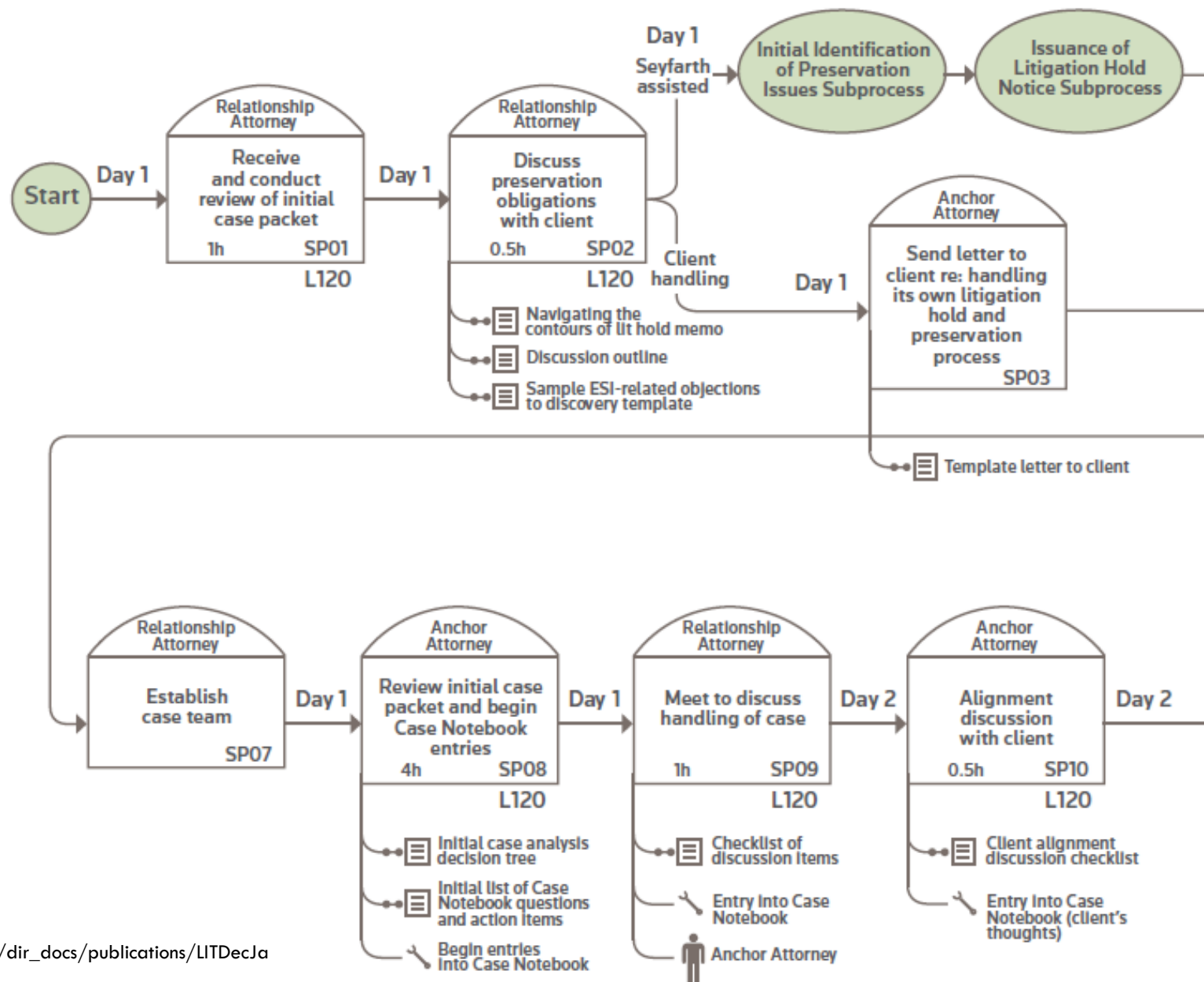
Excerpt from Process Map

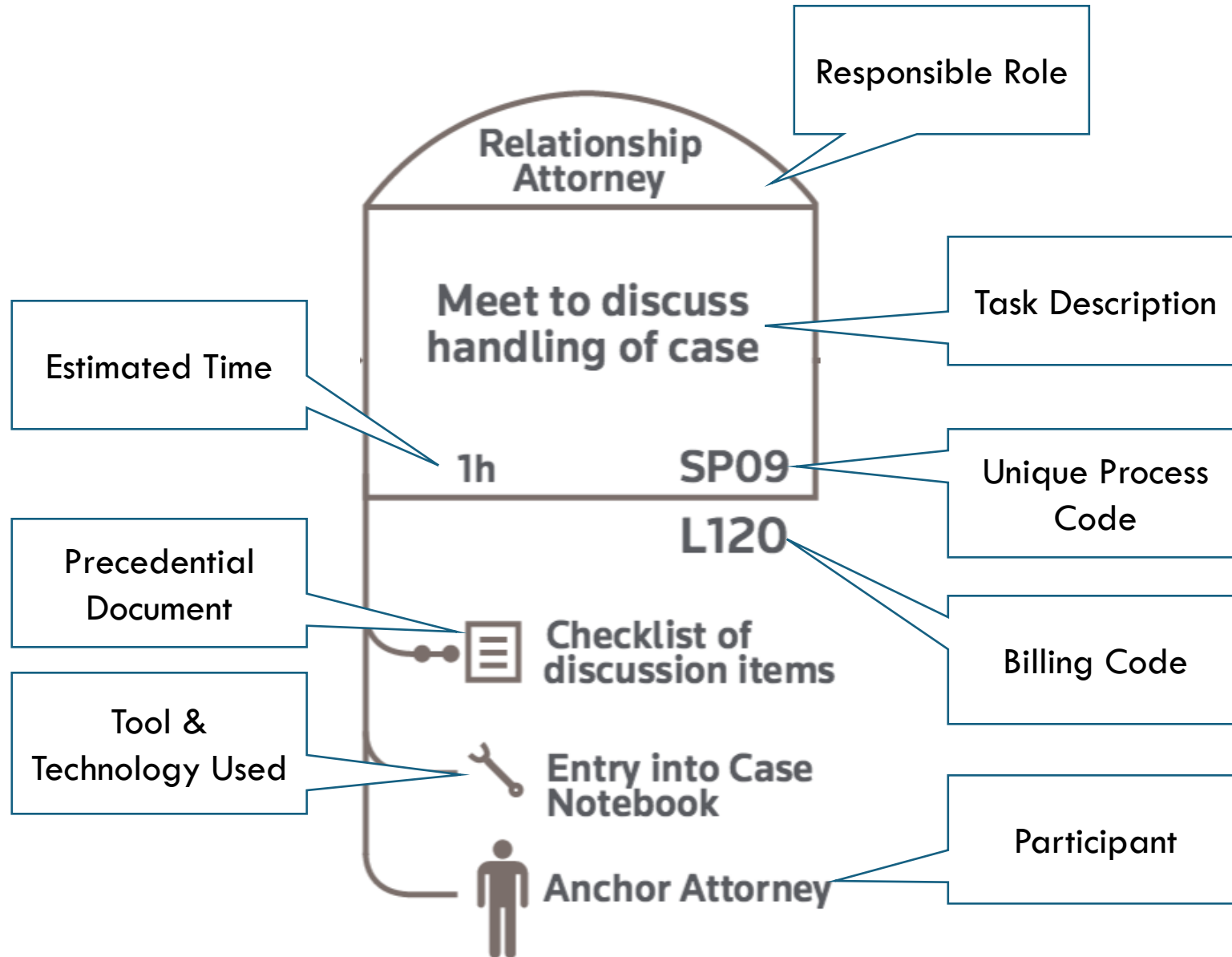


Created in TaskMap

Page available at: http://www.seyfarth.com/dir_docs/publications/LITDecJan2014LeanSixSigma.pdf

Sample Process Map: Commercial Litigation





Data

- Do we have the high-quality data that we need (for both AI and analytics projects)?
 - How do we identify high- from low-quality data?
 - Do we have outcome data?
 - What data are we missing?
 - What outside sources of data matter?
- Data governance, firm wide?

Legal Technology

- Basic
 - E.g., Word, Excel, PDFs, metadata, eDiscovery, cloud computing, case management systems
- Intermediate
 - E.g., Document automation, expert systems
- Advanced
 - E.g., Machine learning, natural language processing (Large Language Models, Generative AI, ChatGPT, etc.), artificial intelligence