



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

Building an AI-Ready Law Department: Governance, Policies, and Change Management

This session provides a practical roadmap for building an AI-ready law department, with a focus on governance structures, internal policies, and responsible adoption frameworks. Attendees will gain insight into effective change management strategies to drive organization-wide AI integration while mitigating legal, ethical, and operational risks.



Jeff Dietz, Capital One

Jeff Dietz is Assistant General Counsel for Artificial Intelligence and Machine Learning at Capital One. Jeff brings over two decades of experience, including service in the U.S. Army JAG Corps. He advises on AI, regulatory compliance, and emerging technologies. Jeff combines legal, technical, and policy expertise in his work.



Hari Osofsky, Northwestern Pritzker School of Law

Hari Osofsky is a Professor of Law at Northwestern Pritzker School of Law and a leader in interdisciplinary legal education. Hari also directs the Northwestern Energy Innovation Lab and the Rule of Law Global Academic Partnership. Her work focuses on energy, climate change, and the role of law in technological transformation. She collaborates across disciplines to address complex global challenges. Hari is widely recognized for her leadership in legal academia and policy innovation.



Cristin Traylor, Relativity

Cristin Traylor is Senior Director of AI Transformation and Law Firm Strategy at Relativity. Cristin advises organizations on deploying artificial intelligence in legal workflows and e-discovery. She previously served as Discovery Counsel and a litigator handling complex investigations. Cristin is a recognized leader in legal data intelligence and generative AI. She is an active contributor to industry organizations and thought leadership.



Moderator: Daniel Lynch, Peck Ritchey LLC

Daniel J. Lynch is a senior associate attorney at Peck Ritchey, LLC. In addition to representing individuals and families, Dan represents financial institutions, medical institutions, and various fiduciaries. Daniel's practice areas include Trust and Probate Litigation, Guardianship Litigation and Administration, Estate Administration, Will Contests, Fiduciary Defense Litigation, and Elder Law.

THE CHICAGO BAR ASSOCIATION PRESENTS:

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

Building an AI-Ready Law
Department: Governance,
Policies, and Change
Management
May 11, 10:30am-12pm



THE
CHICAGO
BAR
ASSOCIATION

Speakers



Professor Hari Osofsky, Myra and James Bradwell Professor of Law, Northwestern Pritzker School of Law



Cristin Traylor, Senior Director, AI Transformation & Law Firm Strategy, Relativity



Jeff Dietz, Assistant General Counsel for AI, Capital One



Timed Agenda

- Welcome and framing - 10 minutes
- What “AI-ready” actually looks like - 15 minutes
- Governance: who owns what? - 20 minutes
- Policies and guardrails lawyers can actually use - 15 minutes
- Change management and adoption - 15 minutes
- Ethical, regulatory, and professional responsibility considerations - 10 minutes
- Closing takeaways - 5 minutes



State of the Practice of Law

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What does AI- Ready Look Like?

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Governance Considerations

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Policies and Guardrails





Change Management & Adoption



Professional Responsibility



Takeaways

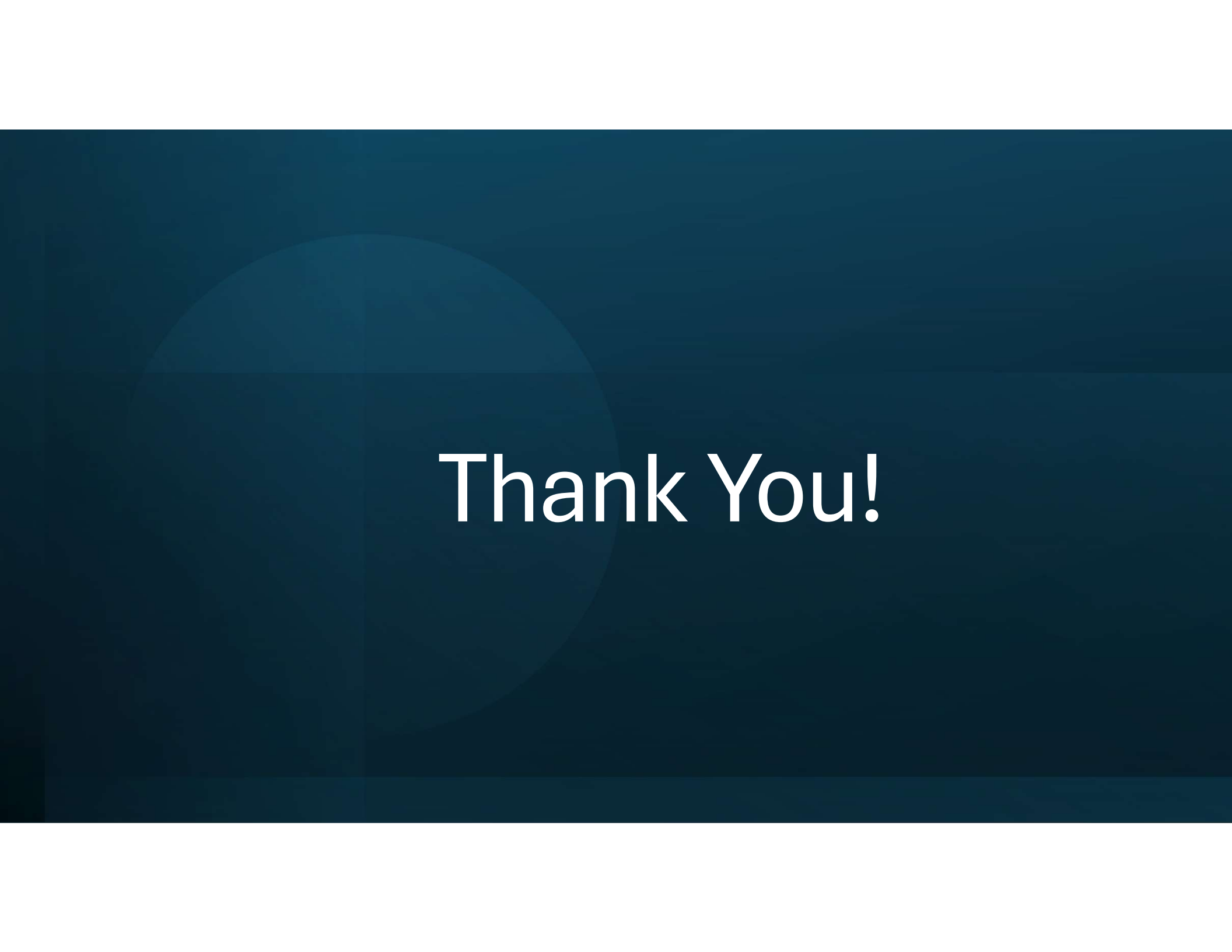


Recommended Podcasts

[The AI Daily Brief: Artificial Intelligence News and Analysis](#) (Nathaniel Whitemore). A daily rundown of the latest AI news, the newest AI models and tools, and a practical discussion of how the tools can be used.

[Hard Fork](#) (Kevin Roose & Casey Newton, the New York Times). A weekly show covering the latest tech news with frequent coverage of AI products and discussions about AI policy.

[To the Extent That...: Mind the Gap episodes](#) (ABA Business Law Section). The podcast is updated biweekly, and updates frequently include “Mind the Gap” episodes that focus on AI and other emerging technology from a legal perspective.



Thank You!

Building an AI-Ready Law Department: Governance, Policies, and Change Management

Chicago Bar AI Symposium

90-Minute Panel Discussion Outline

Moderator: Cristin Traylor

Panelists: Jeffrey Dietz (Capital One), Professor Hari Osofsky (Northwestern Law School), Cristin Traylor (Relativity)

Session Goals

- Define what makes a law department “AI-ready.”
- Address the changes to the practice of law in various areas as a result of AI.
- Help lawyers distinguish among governance, policy, and operational change management.
- Identify what legal departments should own directly versus where they should advise or coordinate.
- Surface practical approaches to adoption, training, escalation, and oversight.
- Leave attendees with concrete next steps they can apply in their own organizations.

Suggested Agenda at a Glance

- Welcome and framing - 10 minutes
- What “AI-ready” actually looks like - 15 minutes
- Governance: who owns what? - 20 minutes
- Policies and guardrails lawyers can actually use - 15 minutes
- Change management and adoption - 15 minutes
- Ethical, regulatory, and professional responsibility considerations - 10 minutes
- Closing takeaways - 5 minutes
- Audience Q&A - integrated throughout and leaving time at the end

1. Welcome and Framing (10 minutes)

- Welcome attendees and briefly introduce the panelists.
- Frame the session around a practical challenge: how a law department can enable responsible AI use while managing legal, regulatory, operational, and reputational risk.
- Opening frame: “Many legal departments feel pressure to do two things at once: enable the business to move faster with AI, while also creating guardrails that are durable and defensible. Today we are going to focus on how to do both.”
- Explain that the discussion will focus on practical realities for lawyers, not only theory or technology trends.

Questions

1. When you hear the phrase “AI-ready law department,” what does that mean to you?
2. What are some of the ways that AI is substantively transforming the law and changing the industries and sectors that we are representing clients in? (Hari)
3. Why is this conversation especially urgent for legal departments right now?

2. What “AI-Ready” Actually Looks Like (15 minutes)

Questions

4. What are the foundational elements of an AI-ready law department?
5. Is AI readiness mainly about technology, or is it really about people, process, and governance?
6. What distinguishes departments that are experimenting successfully from those that are struggling?
7. For legal leaders just starting out, what should they build first: a policy, a governance committee, a use-case inventory, training, or something else?
8. How should legal departments think differently about internal productivity uses of AI versus enterprise AI products, systems, or customer-facing deployments?
9. Do you see recognizable stages of AI maturity for legal departments?

3. Governance: Who Owns What? (20 minutes)

Transition to governance: “Let’s move from the ‘what’ to the ‘how.’ Once a department decides it needs to be AI-ready, the next question is who makes decisions, under what framework, and with what accountability.”

Questions

10. What does effective AI governance look like inside a law department and across the broader enterprise?
11. Where should the law department lead, and where should it serve as a partner rather than the owner?
12. Who needs to be at the table when organizations create AI governance structures?
13. How do you avoid governance becoming either too centralized and slow, or too fragmented and inconsistent?
14. What kinds of AI decisions should require formal review, escalation, or committee approval?
15. How should legal coordinate with privacy, security, compliance, procurement, HR, and technology teams?
16. What role should executive leadership or the board play in AI oversight?
17. How should departments distinguish between high-risk and low-risk AI use cases for governance purposes?
18. What governance mistakes are you seeing organizations make in real time?

4. Policies and Guardrails Lawyers Can Actually Use (15 minutes)

Transition to policy: “Governance creates the structure, but policies are where lawyers operationalize that structure day to day.”

Questions

19. What policies should every law department or organization have in place now relating to AI?
20. What belongs in an internal AI acceptable use policy?
21. How specific should policies be, given how quickly the tools and use cases are changing?
22. How should organizations address confidentiality, privilege, accuracy, bias, recordkeeping, vendor diligence, and human review?
23. How should legal departments think about employee use of public generative AI tools versus approved enterprise tools?
24. What is the right balance between principle-based policies and detailed operational guidance?
25. How often should AI policies be revisited or updated?
26. What should outside counsel guidelines say about AI use?
27. If you had to name three policy provisions lawyers should not overlook, what would they be?

5. Change Management and Adoption (15 minutes)

Transition to change management: “Even the best framework will not matter if people do not understand it, trust it, or use it.”

Questions

28. Why do so many AI initiatives fail at the change-management stage rather than the legal-analysis stage?
29. How do you move lawyers from skepticism or fear to informed, responsible adoption?
30. What does effective training look like for lawyers, legal operations professionals, and business teams?
31. How do you encourage experimentation while maintaining appropriate guardrails?
32. What are the signs that a department’s culture is becoming more AI-ready?
33. How should leaders respond to concerns that AI may reduce judgment, quality, or professional development?
34. What messaging works best when introducing AI tools to legal teams?
35. How should departments measure whether adoption is actually successful?
36. Is it better to start with a few high-value use cases or broad enterprise access?

6. Ethical, Regulatory, and Professional Responsibility Considerations (10 minutes)

Questions

37. What professional responsibility issues should be top of mind for lawyers using AI?
38. How do duties of competence, confidentiality, supervision, and candor apply in this context?

- 39. Where are the hardest judgment calls for in-house and law firm lawyers right now?
- 40. How should legal departments prepare for a more active regulatory environment around AI?
- 41. What should lawyers document when evaluating or approving AI tools and use cases?
- 42. How do you explain AI risk to business leaders without sounding like you are simply trying to slow innovation?

7. Closing Takeaways (5 minutes)

Questions

- 43. What is one thing every law department should do in the next six months to become more AI-ready?
- 44. What capability or mindset will matter most for lawyers over the next three years?
- 45. What should this audience stop doing, start doing, and keep doing when it comes to AI?

Closing line: “The challenge is not whether AI is coming into legal work. It already has. The question is whether law departments will shape that change deliberately.”

8. Audience Q&A (time permitting at the end)

Concise Takeaway

AI-ready law departments do three things well: govern responsibly, write usable policies, and manage change intentionally.

CLE Materials Bibliography

Building an AI-Ready Law Department: Governance, Policies, and Change Management

Prepared for the Chicago Bar AI Symposium panel outline

This reading list is organized to support the panel topics of ethics, governance, policy, regulation, and change management. All links below are live hyperlinks.

Legal ethics and professional responsibility

Source	Why include it	Link
ABA Formal Opinion 512 — Generative AI in the Practice of Law	National anchor on competence, confidentiality, informed consent, fees, and supervision in lawyer use of generative AI.	Open link
Florida Bar Ethics Opinion 24-1	Practical guidance on confidentiality, competence, accuracy, billing, and advertising.	Open link
State Bar of California — Practical Guidance for the Use of Generative Artificial Intelligence in the Practice of Law	Concise lawyer-facing guidance on human review, confidentiality, diligence, and documentation.	Open link
Illinois ARDC Artificial Intelligence Resource Page	Local Illinois resource page for ethical and effective lawyer use of AI.	Open link
Illinois Supreme Court Policy on Artificial Intelligence	Useful local authority on candor, authenticity, oversight, and court-related AI use.	Open link
Texas Opinion 705	Texas resource providing a high-level overview of ethical issues implicated by the use of generative AI.	Open Link
Virginia LEO 1901: Reasonable fees and the use of generative AI	Virginia opinion on the ethical bounds and considerations when a lawyer is able to produce work more efficiently in the past by using generative AI.	Open Link
NYC Bar Association Formal Opinion 2024-5 — Ethical Obligations of Lawyers and Law Firms Relating to the Use of Generative AI in the Practice of Law	New York-specific ethics guidance covering competence, confidentiality, supervision, billing, and candor obligations when using generative AI. Useful complement to ABA Op. 512 for attorneys practicing in or with clients in New York; includes concrete court sanction examples involving AI hallucinations.	Open link
North Carolina 2024 Formal Ethics Opinion 1 — Use of Artificial Intelligence in a Law Practice	Comprehensive guidance on competence, confidentiality, supervision, billing, and client disclosure for AI use. Takes a more restrictive billing position than Virginia LEO 1901 (hourly time must reflect actual time spent), creating a useful three-way comparison with the ABA and Virginia opinions for panel discussion.	Open link

Governance frameworks for AI-ready legal departments

Source	Why include it	Link
NIST AI Risk Management Framework (AI RMF 1.0)	Foundational governance framework for risk identification, accountability, controls, and oversight.	Open link
NIST AI 600-1 — Generative AI Profile	Companion resource translating AI RMF concepts to generative AI use cases and controls.	Open link
OECD AI Principles	High-level governance principles on transparency, accountability, human-centered values, and robustness.	Open link

Change management, adoption, and in-house legal operations

Source	Why include it	Link
ACC - AI Toolkit for In-house Lawyers	Resource of practical checklists and insights for your organization's AI preparedness.	Open Link
"Fighting the Hypothetical: Why Law Firms Should Rethink the Billable Hour in the Generative AI Era" (<i>Rapoport & Tiano, UNLV Scholars Repository, 2025</i>)	Discusses how Generative AI's ability to quickly perform routine legal tasks disrupts traditional time-based billing models. It serves as a great discussion point for how in-house departments must rethink how they evaluate the value, billing, and work product of their outside counsel in the AI era.	Open link
Article: "The Future Is Now: Why Trial Lawyers and Judges Should Embrace Generative AI Now and How to Do it Safely and Productively" (<i>Artigliere & Losey, EDRM, 2025</i>)	The article details the "co-intelligence" mindset required for successful legal tech adoption, urging practitioners to move beyond narrow, task-oriented use cases and instead view AI as a strategic partner to elevate human decision-making.	Open link
Blog Post: "Agentic AI Following GenAI's Growth Trajectory in Legal, But With Unique Oversight Challenges" (<i>Warren, Thomson Reuters Institute, April 2026</i>)	The blog post explains the legal industry's current shift from basic Generative AI (text generation) to "Agentic AI" (systems that autonomously execute multi-step workflows). It is an excellent resource for discussing the next frontier of human-in-the-loop oversight and internal ethics policies.	Open link