

Technological development has created a more efficient, productive and global environment. In such a world of disruption and innovation, business empathy and soft skills have become more prominent in the legal industry.

Executive Summary

Technological development is having a deep and perceptible effect on the legal industry. To fully appreciate this effect, I define technological disruption to the legal profession as ‘a superseding of old technology by new technology, which brings the capacity for automation to the vocation based on expertise in the law and in its applications, rendering human lower level work in that profession obsolete.’ Following from this obsolescence, the legal skill landscape will change. The need for hard skills which can be programmed into AI will diminish significantly. But as with any innovation, there is also noticeable growth in the legal sector, I draw conclusions from the PC’s effect on the professional sector. Soft skills and people skills, which AI is not yet sophisticated enough to emulate, are becoming more prominent in the legal industry and will continue to do so in the future. Adoption of technological innovation by the legal industry will be a ‘task by task’ process, which means whole jobs will not be at risk.

The Financial Times (FT) article ‘Law firms programmed for more technological disruption¹’ highlighted issues in the legal sector such as the threat of automation as well as its effects in improving client experience. I concluded that the changes coming to the profession are positive and will lend themselves to more efficient legal practices and higher-level work for lawyers. In all, I agree with the question title. Technological development will render hard skills obsolete in low level legal work. Excellent soft skills and business empathy will become a unique selling point in the future legal industry.

¹ 'Law Firms Programmed For More Technological Disruption | Financial Times' (Ft.com, 2017) <<https://www.ft.com/content/8a4d4634-29a0-11e7-bc4b-5528796fe35c>> accessed 18 January 2019.

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Report

Introduction

We live in a world with “cars that drive themselves, machines that read X-rays, and algorithms that respond to customer-service inquiries²”. Technological development is resulting in automation across all areas of employment. McKinsey’s Global Institute has found that with existing technology, “current occupations have more than 30% of activities that are technically automatable³”. In a world where innovation is altering the skill landscape so profoundly, we should be asking ourselves where we stand and what must be done to stay ahead. The following research report will define technological disruption, highlight the skills needed in a disrupted future, analyse issues raised in the FT article⁴ then explain my conclusions.

Defining ‘Technological Disruption’

The legal profession is defined as the “vocation that is based on expertise in the law and in its applications⁵”. Disruptive technology can be referred to as “any enhanced or completely new technology that replaces and disrupts an existing technology, rendering it obsolete. It is designed to succeed similar technology that is already in use⁶.” New technology is more efficient and can automate functions previously performed by humans. Technological disruption to the legal profession comes largely in the form of this automation and “around 114,000 jobs in the legal sector are likely to become automated in the next 20 years as technology transforms the profession⁷”. This automation is caused by the proliferation of

² James Manyika and others, 'Jobs Lost, Jobs Gained: What The Future Of Work Will Mean For Jobs, Skills, And Wages' (McKinsey & Company, 2017) <<https://www.mckinsey.com/featured-insights/future-of-work/jobs-lost-jobs-gained-what-the-future-of-work-will-mean-for-jobs-skills-and-wages>> accessed 26 June 2019.

³ Ibidum.

⁴ 'Law Firms Programmed For More Technological Disruption | Financial Times' (Ft.com, 2017) <<https://www.ft.com/content/8a4d4634-29a0-11e7-bc4b-5528796fe35c>> accessed 18 January 2019.

⁵ 'Legal Profession' (*Encyclopedia Britannica*) <<https://www.britannica.com/topic/legal-profession>> accessed 26 June 2019.

⁶ 'What Is Disruptive Technology? - Definition From Techopedia' (Techopedia.com) <<https://www.techopedia.com/definition/14341/disruptive-technology>> accessed 18 June 2019.

⁷ Croft J, 'More Than 100,000 Legal Roles To Become Automated | Financial Times' (Ft.com, 2016) <<https://www.ft.com/content/c8ef3f62-ea9c-11e5-888e-2eadd5fbc4a4>> accessed 18 June 2019.

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Artificial Intelligence (AI). AI “mimics human intelligence and behaviour⁸” and can be split into three types. Artificial Narrow Intelligence (ANI) is the first. This mimics human behaviour in “a narrow range of parameters and contexts⁹”. Secondly, Strong AI mimics human intelligence so that it is indistinguishable from it. The final type surpasses human behaviour, but will need decades more research to be used¹⁰. I shall be limiting the scope of this report to AI and automation’s effects on the legal profession. Doing so will enable me to focus closely on relevant issues and remain within the world limit.

ANI supports Siri and Alexa and presents the biggest challenge to the legal profession. ANI works through Codebot platforms. These are “an ecosystem of individual codebots, including Lampbot and Javabot. These bots are hooked up to several technologies, including natural-language processing (NLP). The codebots are in the background, interpreting models and instructions and turning these into code, and the chatbots are the interface through which this happens¹¹.” This method of disruption results in platforms such as DoNotPay¹², otherwise known as ‘the world’s first robot lawyer¹³’ which is helping thousands of people across New York, Los Angeles and London to challenge parking fines, while being fully automated.

Hence, the definition of technological disruption to the legal industry can be surmised as a superseding of old technology by new technology, which brings the capacity for automation to the vocation based on expertise in the law and in its applications, rendering human lower level work in that profession obsolete.

⁸ Mitchell Tweedie, '3 Types Of AI: Narrow, General, And Super AI' (Codebots, 2017) <<https://codebots.com/ai-powered-bots/the-3-types-of-ai-is-the-third-even-possible>> accessed 26 June 2019.

⁹ Ibid.

¹⁰ Ibid.

¹¹ Ibid.

¹² Joanna Goodman, 'Legal Technology: The Rise Of The Chatbots' (Law Gazette, 2018) <<https://www.lawgazette.co.uk/features/legal-technology-the-rise-ofa-the-chatbots/5060310.article>> accessed 26 June 2019.

¹³ Elena Cresci, 'Chatbot That Overturned 160,000 Parking Fines Now Helping Refugees Claim Asylum' (*the Guardian*, 2019) <<https://www.theguardian.com/technology/2017/mar/06/chatbot-donotpay-refugees-claim-asylum-legal-aid>> accessed 26 June 2019.

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Future Skills Needed

Technological improvements, AI and “software [are] not going to replace doctors and lawyers, but [they are] going to challenge a lot of the people who support those professionals¹⁴”. AI is not currently at a point where automation can eliminate all jobs. It does have the “potential to transform the labour market by eliminating some jobs, creating new jobs and making most jobs better¹⁵”. PCs were widely introduced in the 1980s and have since created “15.8 million net new jobs in the United States alone since 1980, even after accounting for jobs displaced¹⁶”. 90% of the new jobs created are in industries where the PC is used¹⁷. Perhaps AI and other technological advancements will result in similar increases in employment in the future.

AI used in automation of routine tasks will “likely directly reduce the demand for certain skills which will be automated. Low demand equals low wages¹⁸”. These low-level skills include processing and collecting data. In the legal profession, automation is already taking place. Linklaters use a “flagship technology solution” called Nakhoda¹⁹, providing “automated legal logic, data extraction, and automated document production²⁰”. The deadline to begin posting initial margin on non-cleared derivatives trades is approaching and “banks are not ready²¹”. Systems like Nakhoda make it easy for multiple parties to simultaneously annotate and alter documents without the need for time consuming phone calls and reliance on postal services to disseminate agreements.

¹⁴ 'The Future Of Technology Disruption In Business' (The Economist, 2012) <https://www.werktrends.nl/wp-content/uploads/2015/06/Economist-IU_Agent-of-change_The-future-of-technology-disruption-in-business_2012_Whitepaper.pdf> accessed 24 June 2019. At page 20.

¹⁵ David Leaser, 'Reskilling For Robots: AI And The Future Of Jobs - IBM Training And Skills Blog' (IBM Training and Skills Blog, 2019) <<https://www.ibm.com/blogs/ibm-training/reskilling-for-robots-ai-and-the-future-of-jobs/>> accessed 26 June 2019.

¹⁶ Ibid.

¹⁷ Ibid.

¹⁸ Ibid.

¹⁹ 'Nakhoda – Our Flagship Technology Solution | Insights | Linklaters' (Linklaters.com, 2019) <<https://www.linklaters.com/en/insights/online-services/nakhoda-our-flagship-technology-solution>> accessed 18 June 2019.

²⁰ 'Nakhoda' (Nakhoda, 2019) <<https://www.nakhoda.ai/>> accessed 18 June 2019.

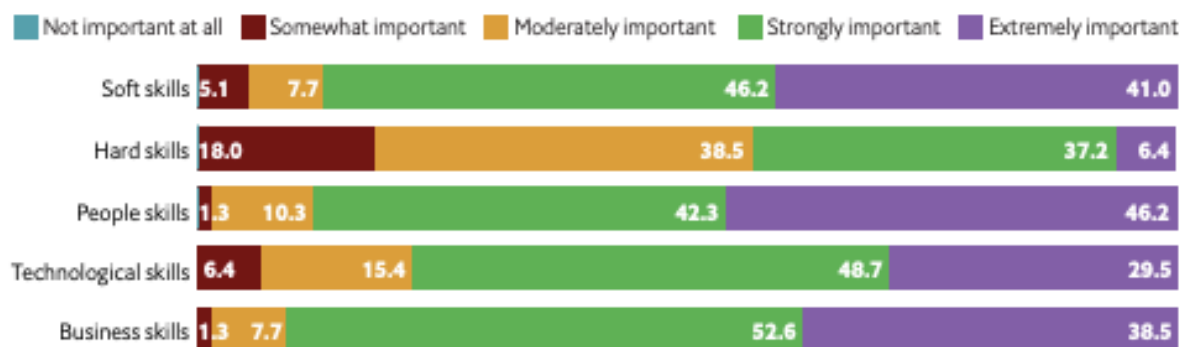
²¹ Garima Chitkara R, 'ISDA Forum: Asia'S Banks Not Ready For 2020 Initial Margin Deadline' (Regulation Asia, 2018) <<https://www.regulationasia.com/isda-forum-asias-banks-not-ready-for-2020-initial-margin-deadline/>> accessed 18 June 2019.

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The rise of automation in the legal industry makes routine tasks, and the skills associated with them, the work of machines. The Economist Corporate Network did a survey of CEOs asking them which skills would be of import in the future. The following table tallies the results²²:

Based on advances in automation and AI, how important do you think the following skills will be in future?

(% of respondents)



Source: Economist Corporate Network.

People and Soft skills are considered extremely important in the future, whereas hard skills (“learned abilities that are acquired and enhanced through practice, repetition, and education²³”), which are programmable, are not nearly as important. Soft skills are more nuanced and include communication, teamwork and people management. These cannot typically be programmed as they are qualitative and sometimes “difficult to articulate²⁴”. It could be argued these skills make us human. This humanness “will become a competitive advantage when working with intelligent machines²⁵”. This is to say that business empathy and soft skills will necessarily becoming more prominent. While, intelligent search systems “can now outperform junior lawyers and paralegals in reviewing large sets of documents and selecting the most relevant information²⁶.”, AI which surpasses or equals human capacity is not

²² 'AI, AUTOMATION AND THE FUTURE OF JOBS AND SKILLS The Role Of The CEO In Shaping Tomorrow'S Workplace In Asia' (Economist Corporate Network, 2018) <<https://www.corporatenetwork.com/media/2390/ecn-future-of-jobs-and-skills-2018.pdf>> accessed 25 June 2019.

²³ 'Why Hard Skills Matter' (*Investopedia*, 2019) <<https://www.investopedia.com/terms/h/hard-skills.asp>> accessed 26 June 2019.

²⁴ Manish Bahl, 'The Future Of Work Depends On Human Skills | Future Of Work | Cognizant' (Cognizant.com, 2018) <<https://www.cognizant.com/futureofwork/article/the-challenge-of-teaching-humans-to-be-more-human>> accessed 25 June 2019.

²⁵ Ibid.

²⁶ Susskind RD Susskind, *The Future Of The Professions* (1st edn, Oxford University Press 2015).

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ready to operate the level of nuance and sophistication espoused by highly qualified professionals.

A harrowing problem is the “need to prepare students and workers for jobs that have yet to be created and business models that have yet to emerge²⁷”. The problem of the changing ‘skill landscape²⁸’ is dichotomous in the sense that we are unsure which specific skills will be needed in the future. There is righteous concern over what the face of the future legal profession will look like. But at the same time, new jobs will be created. The problem goes from asking which skills we should learn to stay ahead of the curb, to how to remain adaptable to all skills. We simply do not know where the curb is. Burkhardt argues that in the face of this uncertain future, “the most important skill anyone can learn ... is how to keep learning, how to adapt and how to throughout life continue to learn and to do that very effectively²⁹”. Doing so will have the most minimal effect on employability. If future aspirers to the legal profession develop high levels of adaptability, excellent soft skills and people skills, they will experience minimal effects from technological developments.

Equally, employers do not believe AI and automation will affect only entire jobs³⁰. The majority of CEOs surveyed thought only specific tasks within jobs would be affected by AI. While AI will certainly disrupt the legal profession, “the human element will always be needed³¹”. Review of documents and highlighting inaccuracies, for example, form only a small part of the overall workload of a qualified lawyer. They host a “suite of skills, which include

²⁷ Manish Bahl, 'The Future Of Work Depends On Human Skills | Future Of Work | Cognizant' (Cognizant.com, 2018) <<https://www.cognizant.com/futureofwork/article/the-challenge-of-teaching-humans-to-be-more-human>> accessed 25 June 2019.

²⁸ - Bahl M, 'Skills Needed When Machines Do Everything | Future Of Work | Cognizant' (Cognizant.com, 2018) <<https://www.cognizant.com/futureofwork/article/the-future-of-skills-turning-humans-and-machines-into-collaborative-colleagues>> accessed 25 June 2019.

²⁹ Manish Bahl, 'The Future Of Work Depends On Human Skills | Future Of Work | Cognizant' (Cognizant.com, 2018) <<https://www.cognizant.com/futureofwork/article/the-challenge-of-teaching-humans-to-be-more-human>> accessed 25 June 2019.

³⁰ 'AI, AUTOMATION AND THE FUTURE OF JOBS AND SKILLS The Role Of The CEO In Shaping Tomorrow'S Workplace In Asia' (Economist Corporate Network, 2018) <<https://www.corporatenetwork.com/media/2390/ecn-future-of-jobs-and-skills-2018.pdf>> accessed 25 June 2019.

³¹ 'Baker McKenzie: The Legal Sector Must Prepare For AI Disruption' (The World's Number One Portal for Artificial Intelligence in Business, 2018) <<https://aibusiness.com/legal-sector-must-prepare-disruption/>> accessed 26 June 2019.

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judgment and, most importantly, empathy³²". These parts of jobs cannot be automated yet and will not likely be automated for some time. The legal industry's adoption of AI will be "a slow task by task process³³". The key word is task. Routine tasks, which clients are not willing to pay for³⁴, will likely be automated while tasks requiring soft skills and critical judgment will be executed by experienced lawyers. This will increase the demand for more soft skills in the legal industry rather than threaten jobs.

The skills needed in the future of the legal industry will be more heavily geared towards soft skills. This is not something which employees will resist, as "the majority of workers (87%) are willing to adapt their skills for the changing workplace³⁵". Nor is the changing workplace and skill landscape seen as a challenge by employers. The majority believe that only tasks within jobs will be affected. Jobs could even be improved by the removal of routine tasks³⁶. Overall, business empathy and soft skills have never been more important to the legal industry.

Issues raised by FT Article

The issues raised in the article are as follows:

- There is pressure to cope with higher compliance requirements using fewer resources
- Solicitors are spending a lot of time on the phone to clients over routine issues
- Automation threatening future legal work
- Automation ineffective on smart contracts or jurisprudence

I shall discuss each in turn and their potential solutions, as well as the impact these issues will have on the skill landscape of the future of the legal industry.

³² Ibid.

³³ Steve Lohr, 'A.I. Is Doing Legal Work. But It Won'T Replace Lawyers, Yet.' (*Nytimes.com*, 2017) <<https://www.nytimes.com/2017/03/19/technology/lawyers-artificial-intelligence.html>> accessed 26 June 2019.

³⁴ Ibid.

³⁵ Michelle Delgado, 'How Future Technology Impacts Employees | Clutch.Co' (Clutch.co, 2018) <<https://clutch.co/hr/resources/how-future-technology-impacts-employees>> accessed 26 June 2019.

³⁶ David Leaser, 'Reskilling For Robots: AI And The Future Of Jobs - IBM Training And Skills Blog' (IBM Training and Skills Blog, 2019) <<https://www.ibm.com/blogs/ibm-training/reskilling-for-robots-ai-and-the-future-of-jobs/>> accessed 26 June 2019.

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Higher compliance with fewer resources

In the section above, I touched upon the Initial Margin Requirements. This is a wide-reaching compliance concern which will affect “1200 firms will be impacted by the rules by 2020, requiring over 3600 CSAs (Credit Support Annexes) and close to 19,000 segregated accounts for holding initial margins³⁷”. But this is not only an issue in banking, it is also an issue within conduct. South Korea faces the new stringent “Improper Solicitation and Graft Act” which came into force to tackle corruption³⁸. There is a notable increase of pressure to comply with greater regulations using the same resources. This is an issue for the legal sector which has a solution: “technology is one of the levers you can pull³⁹”. This ‘lever’ solves the first two issues which arose in the article. Yulchon have developed technology, including an application. Which this allows compliance with the act to be accessible, understandable and low cost⁴⁰. The app has “3.7m or so anti-corruption scenarios and a list of the 41,000 South Korean entities whose employees are covered by the new rules⁴¹”. By creating an app which solves questions traditionally put to lawyers, Yulchon have helped solicitors and their clients comply with anti-corruption legislation as well as negated the frequency of unnecessary phone calls to solicitors. This achieves two goals by saving solicitors time as well as saving client money. Technology being used thus, as a lever, increases productivity at low cost.

Automation threatening future legal work

³⁷ 'Initial Margin For Non-Centrally Cleared Derivatives: Issues For 2019 And 2020' (Isda.org, 2018) <<https://www.isda.org/a/D6fEE/ISDA-SIFMA-Initial-Margin-Phase-in-White-Paper-July-2018.pdf>> accessed 18 June 2019.

³⁸ Seong-Jin Choi and Tak-Kyun Hong, 'Anti-Corruption In South Korea - Global Compliance News' (*Global Compliance News*, 2016) <<https://globalcompliancenews.com/anti-corruption/anti-corruption-in-south-korea/>> accessed 26 June 2019.

³⁹ 'Law Firms Programmed For More Technological Disruption | Financial Times' (Ft.com, 2017) <<https://www.ft.com/content/8a4d4634-29a0-11e7-bc4b-5528796fe35c>> accessed 18 January 2019.

⁴⁰ Basyuni E and others, 'Asian-Mena Counsel Vol 14 Issue 6' (Inhousecommunity.com, 2017) <http://www.inhousecommunity.com/wp-content/uploads/2017/01/v14i6_ASIANMENACOUNSEL.pdf> accessed 18 June 2019.

⁴¹ Ibid.

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Technology has already seen the loss of 31,000 jobs in the legal sector⁴² with “39 per cent of jobs are at “high risk” of being made redundant by machines in the next two decades⁴³”. Some 114,000 jobs in the same sector are “likely to become automated in the next 20 years as technology transforms the profession⁴⁴”. We have seen that intelligent search systems are already outperforming paralegals in document analysis⁴⁵ which is having a tangible effect on employment prospects. However, as aforementioned, jobs will be created by technological progress. There is evidence that the legal sector is growing already, in spite of the loss of jobs. There has been a current increase of 80,000 jobs in the legal industry and the Warwick Institute for Employment Research “estimates that 25,000 extra workers will be needed in legal activities sector between 2015 and 2020⁴⁶”. The dichotomy we discussed earlier is evident here also. While there will be an initial loss of low paid, potentially “tedious repetitive tasks ⁴⁷”, technological advancements open up potential for jobs we do not know exist yet. It is arguably a good thing that such tasks are being automated as the redundant workforce is free to expand their skillset and thrive elsewhere in the new legal industry landscape.

Automation is ineffective in smart contracts

Smart contracts can be automated but still require the “fine judgement of a human lawyer⁴⁸”. To go further, AI cannot “take those leaps in jurisprudence, which courts do when they are trying to respond to a very broad data set⁴⁹”. Interpreting jurisprudence is seen as an anomaly by machines⁵⁰. The use of automation is to render routine, low expertise tasks easier. At present, AI can only help in relatively simple tasks. The finished product will still need to be inspected

⁴² Croft J, 'More Than 100,000 Legal Roles To Become Automated | Financial Times' (Ft.com, 2016) <<https://www.ft.com/content/c8ef3f62-ea9c-11e5-888e-2eadd5fbc4a4>> accessed 18 June 2019.

⁴³ Ibid.

⁴⁴ 'Law Firms Programmed For More Technological Disruption | Financial Times' (Ft.com, 2017) <<https://www.ft.com/content/8a4d4634-29a0-11e7-bc4b-5528796fe35c>> accessed 18 January 2019.

⁴⁵ Susskind RD Susskind, *The Future Of The Professions* (1st edn, Oxford University Press 2015)

⁴⁶ 'What Type Of Future Workforce Will The UK Need?' (*Dera.ioe.ac.uk*, 2015) <<https://dera.ioe.ac.uk/23662/1/ep36-manufacturing-future-workforce.pdf>> accessed 26 June 2019.

⁴⁷ Manish Bahl, 'The Future Of Work Depends On Human Skills | Future Of Work | Cognizant' (Cognizant.com, 2018) <<https://www.cognizant.com/futureofwork/article/the-challenge-of-teaching-humans-to-be-more-human>> accessed 25 June 2019.

⁴⁸ 'Law Firms Programmed For More Technological Disruption | Financial Times' (Ft.com, 2017) <<https://www.ft.com/content/8a4d4634-29a0-11e7-bc4b-5528796fe35c>> accessed 18 January 2019.

⁴⁹ Ibid.

⁵⁰ See note 49.

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by a lawyer. This is even the case for Linklaters' Nakhoda. While it may formulate Non-Disclosure Agreements and disseminate banking regulation compliance documentation to multiple parties with ease, the finished product will still need to be surveyed by an experienced lawyer. This furthers the earlier assertion that AI will only revolutionise the legal industry task by task.

DoNotPay has branched out from parking fines into immigration law⁵¹. This chatbot-operated legal solution is made possible by smart analysis of reams of relevant law and their application to specific facts in the form of a chat bot. This chat bot is being introduced into Facebook messenger to help people with their asylum applications in the UK and immigration applications in the US and Canada⁵². This extraordinary automation of previously private legal advice is exciting. The bot helps UK asylum seekers complete an ASF1 form. Potentially costly immigration legal counsel is being made free and accessible to many applicants through Facebook Messenger. Those filling in applications for asylum will want to follow the law. The questions the chatbot poses are in plain English, helping applicants to fill in forms before sending them a downloadable version which they may send off. This technological development will have a positive impact on the profession, without disrupting it perceptively. The impact on the lives of the applicants will be tangible as the service is free, private and the data is erased within ten minutes of the application form being generated⁵³.

That said, the day is far distant where lawyers will be out of a job due to AI. Bots are successful in generating forms and simple contracts, but the more complex work will need the fine judgment of a lawyer. This is an argument against the statement, providing that technological development has not created a much more efficient global environment. However, it does show that empathy and soft skills are needed even in such a time of technological advancement.

Conclusions

⁵¹ Elena Cresci, 'Chatbot That Overturned 160,000 Parking Fines Now Helping Refugees Claim Asylum' (*the Guardian*, 2017) <<https://www.theguardian.com/technology/2017/mar/06/chatbot-donotpay-refugees-claim-asylum-legal-aid>> accessed 26 June 2019.

⁵² *Ibid.*

⁵³ *Ibid.*

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Much of the law is about relationships. The relationship between firm and client being at its heart. "...For the client to come back, it's all about the experience they had and whether the relationship is one they want to continue to invest in⁵⁴". AI may add to this and make the more mundane processes lawyers face easier, but it will not have a tangible effect on the soft skills and empathy which have hitherto defined the profession.

Of the three types of AI, ANI (working in a narrow range of parameters) is the most used currently. This type of AI controls Siri on Apple but also forms the basis of such programmes as Nakhonda or the Yulchon application for anti-corruption. It is ANI which can automate high volume, low expertise work and threaten jobs within the legal sector.

But by contrast, ANI also frees up professionals to take on less mundane roles and to expand their skill set to stay adrift in the current of technological progress. History has shown us that little can be done to staunch the flow of progress. The question of automation's effect on the legal industry is not one of 'whether' but one of 'when'. We are already seeing its impact. DoNotPay, the Yulchon app and Nakhoda are all making use of AI in the legal industry. They are respectively helping to challenge unfair parking fines, identifying scenarios where clients might be exposed to corruption and facilitating the dissemination and collection of documents in complex international transactions. These all save time and money for the client as well as freeing up solicitors to focus on different aspects of their work. AI has created a more efficient and productive global environment, but this has been at the cost of heavy volume, low value work. Those employed in data analysis and document review paralleling, for example, will suffer the most. Their hard skills of analysis and knowledge will no longer be needed for this low-level work as it becomes increasingly automated. However, employees who espouse excellent soft skills and people skills will be sought after. Emulating human emotion and fine judgment is not something AI is capable of. It might be decades or centuries before intelligent systems can surpass human emotional intelligence. Soft skills and business empathy have only just begun to become more prominent in the legal industry.

⁵⁴ Jennifer Smuts, 'Relationship Development In Today's Law Firm | ABA Law Practice Today' (*ABA Law Practice Today*, 2015) <<https://www.lawpracticetoday.org/article/relationship-development-in-todays-law-firm/>> accessed 26 June 2019.

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Reflective Statement

Upon reflection, one of the hardest aspects of this assessment was defining technological disruption to the legal profession. Technology is advancing at a frightening pace and keeping up with it, alone, has proven a challenge. At many points throughout this process, I have felt lost as to how to tackle the enormity of this question. By narrowing it down to AI and its effects on the profession at present and in the future, I allowed myself a narrower scope with which to discuss the issue. I think that if I'd widened it up to more than automation and AI, I would certainly have surpassed the word count. This is another point that I struggled with. This research report word count is quite small for such a big topic as technological disruption. I came into this process having spoken to some solicitors in various sized firms, asking them whether they felt technology had disrupted the profession. The conclusion was that, at present, there is no perceptible effect on small to mid-sized firms, aside from new systems making it easier to find their way around internal systems. As I explored in the report, Linklaters, a global firm, is making the most of AI in its practice. One vector I perhaps should have considered in the report is how technological advancements will be affecting firms relative to their size. But the counter point to that is that regardless of firm size, technological advancements will permeate the sector. Before long, business models will change to put these advancements, especially AI, in the foreground. Then succeeding in business will become a question of efficiency, innovation and speed. So not including firm size in my considerations would have been redundant because the whole sector will be affected in the future. Looking back, I think this article will be relevant to practice and indeed, reassure many solicitors that their jobs are not at risk. I, as an aspirant to the profession, was pleased to read throughout my research that AI is not yet at a stage where it can surpass complex learned judgment. And I imagine the day is far distant when robots will be answering substantive queries of lawyers on phones. Yulchon developed an app to address recurring phone calls about one issue. The app answers questions of potential corruption which frees up solicitors' time. This is useful in one context, but I think the legal profession is so complex and legal issues so all-encompassing that it would be impossible to create an app, even one hundred apps to replace it. Low level analysis jobs are at risk, but at present only tasks within those jobs are being automated. It is evidently important my research that we have to be prepared for more tasks to be automated. I was unsure about the outcome of this report at first, but now I am confident that it is accurate and relevant. We

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need to be thinking about than changing skill landscape and acting now to avoid becoming irrelevant.

Declaration

I declare that:

- • The work in this assessment was carried out in accordance with the Regulations of The University of Law.
- • The work is original except where indicated by acknowledgement or special reference in the text, and no part of this assessment has been presented by me or anyone else to any University or body for examination either in the United Kingdom or overseas.
- • I have not conducted research involving human participants for the purposes of this work.

Date and Word Count

27th June 2019

Report: 3000 words.

Reflective Statement: 500 words.