AI for Legal 101

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Holland & Knight

Meet Our Presenter

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Aaron Crews is a partner in Holland & Knight's Innovation Practice Group, based in the firm's San Francisco office. A seasoned attorney, former trial lawyer and in-house counsel, Mr. Crews brings more than 15 years of experience at the intersection of law, technology and business transformation to his practice. He focuses on driving innovation through the strategic integration of artificial intelligence (AI), advanced legal technologies and data-driven workflows.

Mr. Crews' significant knowledge includes managing global teams, delivering groundbreaking AI applications and positioning organizations as leaders in innovation. He is recognized as a thought leader in the application of emerging technologies to enhance efficiency and create value in legal departments and complex organizational settings. His hands-on experience in managing global teams and delivering AI-powered solutions has positioned him as a trusted advisor on AI development, deployment and strategy for Fortune 50 legal departments and AmLaw 100 firms, further solidifying his status as a leader in the legal technology space.

In addition to his legal practice, Mr. Crews is a frequent speaker and author on topics such as e-discovery, information governance, AI ethics and the transformative potential of emerging technologies in the legal profession, and he holds a patent regarding file management for e-discovery. He also advises on AI strategies and adoption frameworks for some of the largest organizations in the world.

Prior to joining Holland & Knight, Mr. Crews served as chief product and innovation officer at a leading data and professional services company, overseeing AI, data and analytics strategies, and operations. Previously, he was chief data analytics officer at a prominent labor and employment law firm, where he pioneered new approaches to data use and analytics in legal practice.

How LLMs Work - In Plain English

Decoding LLM Functionality

- LLMs predict next words based on training data

- Contrast between human understanding and LLM processing

- Concept of "Understanding without Comprehension"

- Example: Legal text completion based on probability

How LLMs Work - In Plain English

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LLM Capabilities and Limitations

Strengths and Weaknesses of LLMs

- **Strengths:** Pattern recognition, summarization, drafting assistance

- **Limitations:** Hallucinations, context window constraints, outdated training data

- Real-world example: Hallucinated case law citation

- Key Insight: LLMs are prediction engines, not reasoning engines

  - Open Source vs. Captive Models

Analytic AI vs. Generative AI

Differentiating AI Approaches in Law

- **Analytic AI:** Data classification, pattern recognition

- **Generative AI:** Content creation, drafting

- Use cases in legal context

- Choosing the appropriate AI type for specific tasks

Analytic AI Technologies

Tools Enhancing Legal Analysis

- **Named Entity Recognition (NER):** Identifying legal entities
- **Document Classification:** Sorting legal documents by type
- **Pattern Matching:** Detecting clauses or terms
- **Clustering and Categorization:** Grouping similar cases or documents
- Legal examples demonstrating each technology

Data Requirements and Considerations

Ensuring Data Integrity for AI

- Importance of data quality: accuracy, completeness, consistency

- Privacy considerations, especially with client information

- Oversight in training data selection

- Consequences of poor data quality: "Garbage in, garbage out"

Brief Analysis and Quality Control

Second Pair of Eyes: AI in Brief Review

- AI tools flag citation errors, logical gaps, missing authorities
- Use for pre-filing quality control and proofreading
- Limitation: Not a substitute for legal reasoning
- Ethical checkpoint: Attorney retains ultimate responsibility

ABA Comment: "Technology can assist but cannot replace professional judgment."

Litigation Intelligence Systems

Making Sense of Litigation Data

- AI-powered dashboards for outcome prediction
- Inputs: Judge history, jurisdiction, opposing counsel, facts
- Outputs: Win likelihood, strategy flags, settlement insight
- Helps lawyers prioritize effort, not replace it

H&K Lease Abstract Generator Case Study

Real Case Study: Holland & Knight's AI Lease Abstractor

- Built custom GPT-based lease abstraction tool

- Workflow: Ingestion → Extraction → Human review

- Outcomes: ~90% time savings, consistent output

- Lessons: Start small, iterate, measure continuously

Contract Analysis Revolution

Smarter Contracts with AI Review

- Before/After comparison: Manual review vs. AI-enhanced

- Key outcomes: ~70% time reduction, ~90% accuracy rate

- Uses: Clause extraction, risk flagging, policy alignment

Source: CaseText, Kira Systems, etc.

Federal and National Frameworks

The Federal AI Push is Gaining Speed

- **2022–2024:** Biden Administration's AI Executive Orders (recently withdrawn via Executive Order)

- **AI Bill of Rights:** Guidelines for safe, ethical AI

- **NIST AI Risk Management Framework:** Voluntary compliance tool

- **Implications:** Federal rules shaping private-sector standards

Source: White House Office of Science and Technology Policy (OSTP)

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Duty of Technological Competence

Model Rule 1.1: Now Includes Tech Know-How

- **Comment 8:** Lawyers must keep up with "benefits and risks" of technology

- Reasonable understanding = baseline literacy, not deep coding skills

- Three-part test:
    1. Can you describe what the AI tool does?
    2. Can you assess its reliability?
    3. Can you supervise its use in practice?

Source: ABA Model Rules, Comment 8

Judicial Response to AI Use

Courts Are Watching AI Use Closely

- **Mata v. Avianca:** Sanctions for citing hallucinated cases
- Courts increasingly require disclosure of AI use
- Sanctions range from document exclusion to monetary penalties
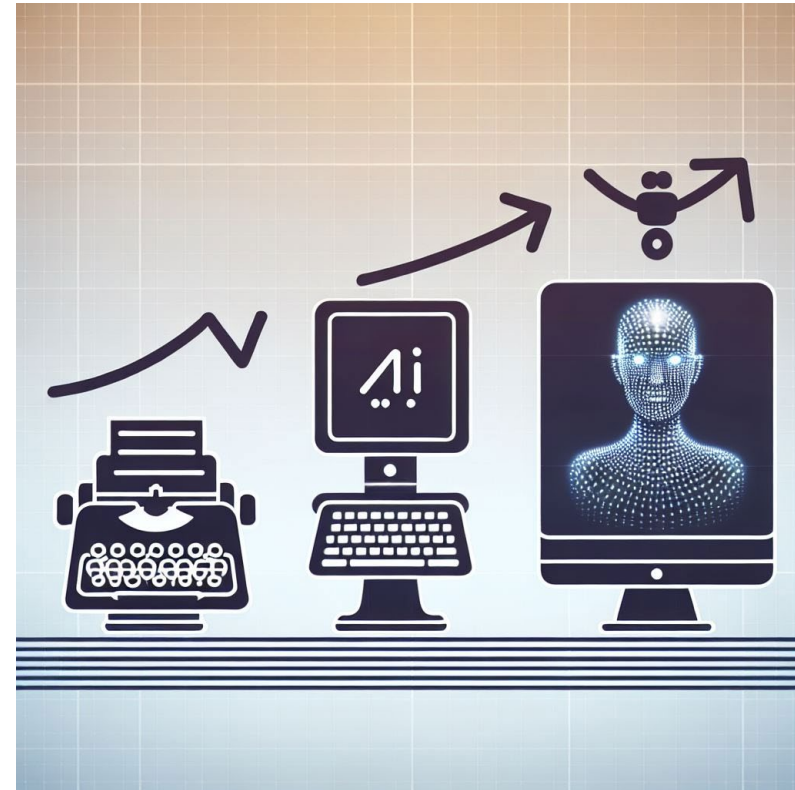- Best Practice: Always validate AI-generated output

Source: Southern District of New York, 2023 opinion

Operational Transformation

Redesigning Legal Operations in the Age of AI

- Legal ops is the strategic engine for AI adoption

- Operational change ≠ tech change — it's about process + people

- AI creates pressure to reimagine how legal teams deliver value

"Change is hardest at the beginning, messiest in the middle, and best at the end." — Robin Sharma

Emerging Legal Roles

New Titles for a New Era

- **Legal Engineer:** Designs workflows + automation

- **AI Prompt Specialist:** Trains and refines AI interactions

- **Legal Data Analyst:** Extracts insights from legal ops + litigation data

- **Legal Project Manager:** Manages timelines, risk, tool selection

- Career growth: Roles offer technical paths inside legal departments

Future Attorney Skill Sets

The New Skills for the AI-Augmented Lawyer

- **Declining:** Manual review, drafting from scratch, issue spotting

- **Rising:** Prompt engineering, model evaluation, AI supervision

- Emphasis on creativity, judgment, and data-informed reasoning (figuring out the right question to ask and how to ask it)

- Training pathways must reflect hybrid human-machine collaboration

"When information is free, the ability to ask a great question is priceless."

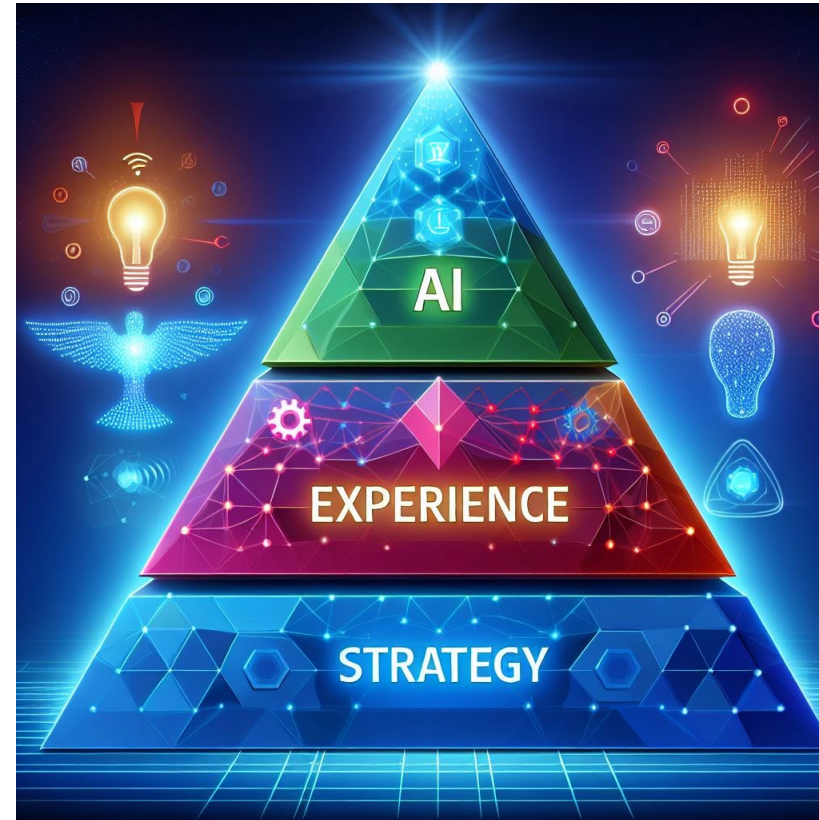# Value Delivery in the AI Era
Rethinking What Clients Pay For

- AI reshapes value — not just cost reduction

- Clients want outcomes, not hours

- Legal services must evolve to deliver strategic insight, not just documents

"Value is not what you do — it's what your client gets." — Ron Baker

The Domain Expertise Metaphor

Why Strategic Judgment Still Wins

- Metaphor: **AI = Car, Law = Road, Lawyer = Driver**
- Tools don't eliminate expertise — they elevate its importance
- Value pyramid:
    - **AI Tools** (foundation)
    - **Legal Knowledge & Craft**
    - **Strategic Judgment** (top)
- Highest value = ability to guide outcomes with insight

Additional Resources

Learn More, Stay Sharp

- **Reading:**
  - ABA Formal Opinions 483, 496, 498, and Resolution 604
  - NIST AI Risk Management Framework
  - "The LegalTech Book" – Sophia Adams Bhatti et al.
- **Evaluation Tools:**
  - Stanford Center for Legal Informatics (CodeX)
  - Future of Privacy Forum's AI toolkits
- **Ethics Collections:**
  - State Bar guidance portals (e.g., CA, NY, TX)