

“From AI Adoption to AI Advantage – How leading in-house legal teams are leveraging AI” can be accessed [here](#).

Here is a summary of some of the key points in the research -

'From AI Adoption to AI Advantage' identifies five key themes:

1. Augmentation is overwhelmingly perceived to be AI's true value

AI has settled into an 'assistant' layer, supporting in-house lawyers rather than substituting for them. Almost every interviewee described use cases revolving around narrow, well-scoped repeatedly refined tasks, rather than general-purpose legal assistants left to their own devices or independent agents doing legal work. Some of these tools are even being stacked on top of each other, with supervised agents covering each step of the draft/review/edit cycle, for example.

2. Governance models are shifting

AI governance is shifting from a cautious, policy-led function owned solely by legal towards something more cross-functional. Successful governance requires a partnership between legal, compliance, technology, security, data and operations teams, each bringing different expertise and perspectives. This recognises that adoption succeeds or fails on people and culture as much as on the tools themselves.

3. AI is driving a surge in correspondence

AI may be unlocking capacity in organisations, but the other side of the coin is the sheer volume of work it is creating. Producing polished, professional-looking text is now nearly cost-free, and AI-assisted drafting now seems to touch most incoming disputes, subject access requests, grievances and customer complaints, increasing the volume and complexity of material legal teams need to address. While it has the potential to improve access to justice, it clearly has implications for resourcing and training across organisations. For example, data protection teams will need to be able to respond to complex GDPR requests within the one-month deadline.

4. Token-omics is emerging as a major strategic priority

As the economics of AI shift from predictable, flat licence fees towards consumption-based pricing, usage management, ROI and mitigating the anticipated 'cost cliff' is becoming a major strategic priority.

Each of the interviewees expressed similar challenges with demonstrating ROI, particularly because many companies tend not to have a clear and measurable baseline of how work was completed before AI arrived.

5. The client-lawyer relationship is changing

In-house lawyers are open to alternatives to the billable hour, with some arguing that it may die out and others seeing alternative models as a way of passing efficiency gains back to clients, provided there is real trust and transparency on both sides.

More broadly, the nature of the client-lawyer relationship is also changing. Clients now come having pre-read and pre-prepared, leading to more intellectual sparring over the difficult technical challenges that AI can't solve.

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