



CEO UPDATE

A Place to Stand: Why Expert-led GenAI is Where Consilio is Investing

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Archimedes, the ancient Greek mathematician and engineer, once declared, “Give me a place to stand, and I shall move the world.” His insight into the power of leverage - both as a concept and a tool - was profound. Today, in the legal industry, we find ourselves with a modern-day lever: Generative AI (GenAI). But as we approach the precipice of this technological revolution, the question remains: Where exactly should we stand?

To deliver on GenAI's promise, we must stand firmly on human expertise. Like Technology Assisted Review (TAR) before it, GenAI holds the promise of revolutionizing our field. But let's not kid ourselves, technology alone won't cut it. The magic happens when seasoned professionals wield these tools with insight and precision. Having AI wizards who know the tech isn't enough. Neither is having legal minds who can navigate the potential pitfalls. What's essential is a fusion of both - a team of experts who can guide the application of AI within legal workflows with a steady hand.

AI chatbots are often sold as the ultimate easy button, but we've all seen the one off random and at times humorous results they can deliver. An easy button, it turns out, can sometimes open a trap door. We're not yet in the age of omnipotent virtual assistants. What we do have is a set of remarkably powerful tools that need careful handling.

Right now, we're seeing GenAI make waves - real, tangible impacts in areas like document review, summarization, translation and investigation. But these successes aren't happening in a vacuum. They're the result of close collaboration between legal experts, technologists and those who understand the ins and outs of AI.

This is why at Consilio we have chosen to champion human-led AI solutions. Our investments aren't just in the technology itself, but in the people who use it. Bolted-on chatbots might look flashy, but they won't move the world. A human-centered, expertise-driven approach just might. It's effective, it's ethical and it's what our clients expect.

It's What's Effective

Quality results stem from quality oversight. In a legal landscape drowning in text and dominated by keyword searches, GenAI offers a lifeline - allowing users to explore and analyze vast collections of documents using plain language.

This potential has technology vendors scrambling to slap GenAI onto their products, but speed isn't the key to success in legal practice, reliability is. GenAI hallucinations might be funny in a consumer app, but in a courtroom, they can lead to embarrassment, sanction or waiver. Over the past year, through rigorous pilots, we've learned that reliability hinges on human expertise, both in AI and in legal domains.

We've seen impressive results, but they didn't come easily. They came through customization, experimentation and iteration:

- We helped an AmLaw 100 firm use GenAI to comb through a massive trove of Congressional hearing transcripts. By fine-tuning the model, we overcame OCR errors that would have tripped up traditional searches, enabling a thorough interrogation of the legislative record.
- Another AmLaw 100 firm turned to us for help translating and summarizing more than 10,000 Korean-language documents. With some trial and error, GenAI delivered superior translations and saved time and money by merging translation and summarization into a single, hybrid step.
- A Chambers-recognized U.S. firm tested GenAI for relevance review during discovery. After refining the input, GenAI outperformed human reviewers in both recall and precision.

It's What's Ethical

A legal team's responsibility extends beyond just getting the job done. We have an ethical duty to ensure the quality of our work.

Forty U.S. states have now adopted some version of the ABA's technology competence requirement, acknowledging that while not every lawyer needs to be a tech guru, they must have access to the right expertise. GenAI will undoubtedly fall under these guidelines as its use becomes more widespread. These tools are powerful, and with great power comes the potential for unforeseen costs or unsound output if used incorrectly.



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Many states encourage or allow relying on the "curative assistance" of qualified experts today, recognizing the practical limits of requiring technological mastery from practicing lawyers.

It's Consilio's duty to expertly guide our clients as they fulfill their ethical obligations. We must help them understand when and how to use these new tools most effectively, and in time, help them develop their own competence.

It's What's Expected

Finally, our clients and colleagues aren't just looking for tools. They're looking for leadership.

Earlier this year, Consilio [surveyed](#) legal professionals about their thoughts on GenAI. The results were telling: there's a strong desire to leverage GenAI to free up talent for strategic work (48%) and cut costs (32%). The top desired use cases? Gaining better insights from data (54%), reviewing more documents (49%) and increasing efficiency (49%).

Yet, despite the enthusiasm, a majority (63%) of law firms and corporate legal departments are hesitant to jump in, citing a lack of human expertise in GenAI itself (36%) and in the tech talent needed for implementation (27%).

Our role is clear: we must bridge this knowledge gap. As we did with TAR, we must lead our clients through this new frontier, not just hand them a map and wish them luck.

A Place from Which to Move the World

Our experiences over the past two years - along with those shared by our peers - have taught us that the best AI solutions in the legal industry are those built on a foundation of human expertise. It's what's effective, it's what's ethical and it's what's expected of us.

Our global clients are coming to us with all kinds of AI-relevant opportunities. They need the freedom to tackle these challenges using a variety of tools, infrastructures and approaches. They need the benefits AI can deliver, but they can't afford to compromise on quality. That's why we're committed to our human-focused AI strategy. It's delivering those benefits, while ensuring the quality that our clients demand.

At Consilio, we're stepping up to this responsibility. By providing the solid ground of human expertise, we're giving our clients the leverage they need to move the world.



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