

FROST INSIGHTS

Accelerating a lawyer's professional judgment and wisdom in the age of artificial intelligence

'The defining challenge of the AI era is how to continue to produce people capable of exercising judgment.'

- DAVID DUNCAN

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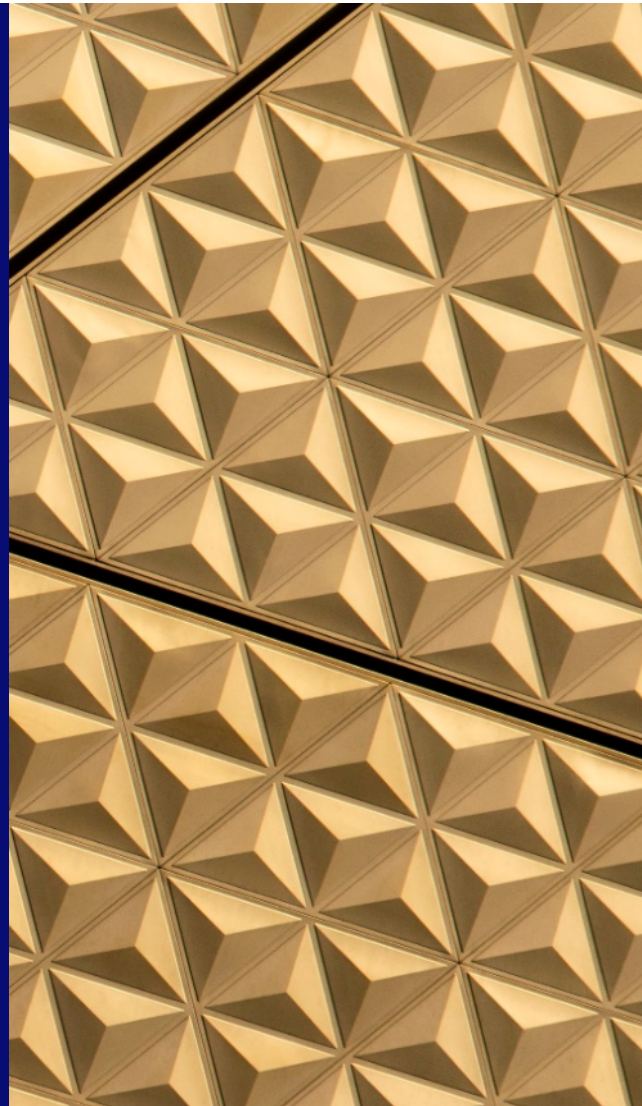
INTRODUCTION

In a thought-provoking 2026 Harvard Business Review article, David Duncan, a partner at consulting firm Disruptive Edge was talking about humans generally when he said that: *“The defining challenge of the AI era is how to continue to produce people capable of exercising judgment.”*

What about lawyers? Also in 2026, LexisNexis announced that: *“Research finds that while AI is boosting productivity, firms must rethink how junior lawyers develop legal judgment, confidence, and critical reasoning.”*

This Frost Insight will equip individual lawyers, law firms and other employers, with a framework, ideas and practical tactics to accelerate a lawyer’s professional judgment and wisdom in the age of artificial intelligence.

This Insight should be read in conjunction with the related Frost Insight: [A lawyer’s capability toolkit](#).



Legal professional judgment and wisdom before artificial intelligence

Definitions of judgment and wisdom abound, in a variety of contexts and circumstances. As regards lawyers and legal services, I use these definitions¹:

Judgment: *the deliberate synthesis of a lawyer’s knowledge, experience, skills, discernment and character to ethically advance a client’s interests. This includes*

¹ These definitions are based on those in Randall Kiser’s book *Professional Judgment for Lawyers*, 2023, Elgar.

getting facts/views, perspective-taking, evaluation, problem-solving and, critically, decision-making.

Wisdom: *exceptional judgment, advice and insights about difficult, complex and uncertain legal and other issues. Wise people ask good, thoughtful questions and are highly accomplished listeners.*

As can be seen, judgment is a component of wisdom. In his book *Professional Judgment for Lawyers*, Randall Kiser states: “many leading lawyers and educators believe that professional judgment is not just an essential lawyering skill but rather is the most important skill in law firms and legal departments”.² Kiser then goes on to cite surveys and studies conducted by others to back up his statement. My own experiences, and anecdotes from clients and other lawyers, over my careers to date, certainly accord with Kiser.

As set out in *A Lawyer’s Capability Framework* below, professional judgment and wisdom are the key capabilities supporting the ‘top line’ client-facing capabilities of advocacy/persuasion, advice/counsel, and negotiation. All lawyers, from the very start of their careers, are well advised to commit to career-long development and refinement of their professional judgment and wisdom. As noted earlier, this Insight should be read in conjunction with the related Frost Insight: [A lawyer’s capability toolkit](#), which explains the concepts in the Framework, and provides tools for the development of the various capabilities, apart from professional judgment and wisdom, which are the subject of this Insight. As noted in that toolkit document, there are various references to my book *The Professional – A Playbook to Unleash Your Potential and Futureproof Your Success*, (<https://www.amazon.com.au/Professional-Tony-Frost/dp/1394331169>), which provides guidance and tips on a number of the capabilities set out in the Framework.

² Kiser, Randall, *Professional Judgment for Lawyers*, 2023, Elgar at p.3.

How did lawyers obtain legal professional judgment and wisdom before the advent of artificial intelligence? The answer, of course, was 'it depends'. That is, every lawyer's professional journey was unique, and they will have picked up their judgment, wisdom and other capabilities having regard to their own career development and path.

Having said that, some generalisations can be made. In the Olden Days (that is, before the release of ChatGPT by OpenAI in November 2022³) many lawyers spent their first few years, for better or worse, often doing pretty mundane, relatively low-value and repetitive work. This included tasks such as reading draft transaction documents and identifying matters for consideration, trawling through litigation documents for the same purpose, and producing minutes of meetings. Depending upon their area of practice, at some point they would progress to researching legal issues and drafting documents, opinions and other client deliverables for review by more senior lawyers. This was the path of progress for a typical lawyer in both professional service firms (**PSFs**) and in organisations which employed in-house lawyers. By and large, clients of PSFs accepted that fee invoices rendered by law firms would contain, one way or another, amounts (often considerable) referable to the relatively low-value work performed by junior lawyers, which also amounted to part of their on-the-job training and development.

In this possibly-soon-to-be antique business model, a lawyer would slowly develop their professional judgment and wisdom mainly by osmosis. That is, by observing and learning from more senior lawyers such as senior associates and partners in PSFs, and from senior legal counsel and general counsel in the case of in-house lawyers.

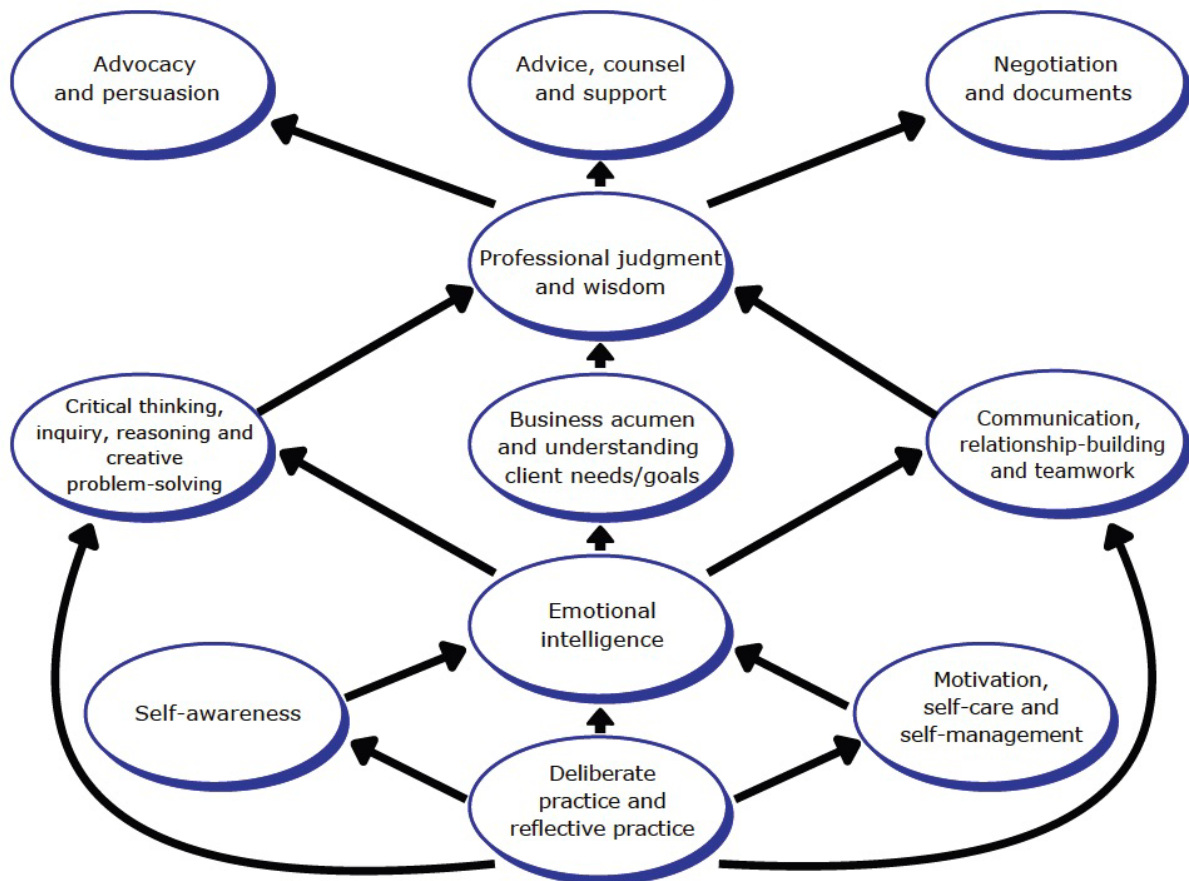
³ Yes, OK, I know: artificial intelligence tools generally, and in the legal field specifically, have quite a long history going back well before this time. However, the release of ChatGPT represented a seismic shift in the power and ongoing rapid development and improvement of AI tools.

A junior lawyer's judgment and wisdom could also be enhanced by watching and learning from other people, such as savvy clients, barristers, judges and regulators, as well as via more formalised coaching, mentoring and training programs.

The above process would invariably have taken a number of years to produce a lawyer with a sound and reliable level of professional judgment and wisdom, evidence of which would typically need to be adduced to get promotions in the lawyer's organisation, or a more senior role when changing organisations.

A Lawyer's Capability Framework

Client-facing* capabilities



Foundational capabilities underpinning all of the above:

Integrity, ethics and professionalism	Technical knowledge, competence and expertise	Experience: LOTS of experience!
Humility and coachability	Research, analytical and risk management skills	Digital literacy and artificial intelligence (AI) skills

* Other capabilities for lawyers may (probably) include: leadership, coaching, mentoring, networking and business development

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What makes a wise lawyer?

WISDOM*

Exceptional **judgment**, advice and insights about difficult, complex and uncertain legal and other issues. Wise people ask good, thoughtful questions and are highly accomplished listeners.

JUDGMENT*

The deliberate synthesis of a lawyer's knowledge, experience, skills, discernment and character to ethically advance a client's interests. This includes getting facts/views, perspective-taking, evaluation, problem-solving and decision-making.

*The definitions are based on those in Randall Kiser's book, *Professional Judgment for Lawyers*, 2023, Elgar.

The challenges and opportunities created by AI

The age of artificial intelligence is raising many issues in every legal jurisdiction on the planet as regards the appropriate legal and regulatory framework for AI, the impact of AI on the wider legal environment and access to justice, and other issues such as the consequences of AI for the traditional business models of law firms and the future training and employment prospects for lawyers.

The purpose of this Insight is just to address the potential challenges and opportunities created by AI as regards the development of a lawyer's professional judgment and wisdom.

Jenny George, Dean of the Melbourne Business School, wrote an excellent and thought provoking opinion piece in the Australian Financial Review on 14 January 2026 with the headline being: “*AI is killing grad jobs and making MBAs matter more.*” George commented that judgment is not something that can be absorbed from a manual on day one. Rather, judgment in any domain (including but not only the law), develops through broad generalist training in critical thinking skills and exposure to real work. Judgment comes from contact with experienced colleagues, tacit cultural knowledge and the steady accumulation of mistakes and recoveries that shape professional instincts.

George went on to say: ‘*It's more common to find good judgment in experienced workers than in new starters.*’ According to George (and I agree) in the age of AI, this (self-evident) statement/situation creates a ‘*structural tension*’. Organisations want the leverage that comes from senior staff using AI well. As George says, at present, companies are competing for experienced talent who have or can gain AI skills quickly. But eventually, those sources of talent will be exhausted (literally). When businesses turn to the entry-level market to rebuild capacity, they may find the pipeline badly depleted. George asks, in the long term, how can we ensure we have a supply of experienced professionals capable of working productively with AI, augmenting it with their human critical judgment? Unsurprisingly, as the dean of a leading business school, George's answer to her own question was: “*This is where*

universities and professional schools must step forward. ... Organisations will need to get workers up the 'judgment curve' quickly, and this is a challenge that business schools must, and can, meet." And yes, they certainly should do so. But employers should also do the same, as discussed later in this Insight.

In an insightful 2026 Harvard Business Review Article titled: *How Do Workers Develop Good Judgment in the AI Era?* (<https://hbr.org/2026/02/how-do-workers-develop-good-judgment-in-the-ai-era>) David Duncan makes a similar comment to Jenny George when he says:

"Historically, ... judgment does not come from using AI. It comes from having done work similar to what you're now using AI for and learning from the sometimes poor, slow, imperfect experience of repetition, with real responsibility for the outcomes sharpening your focus.

*This leads to a paradox organizations are now confronting, whether they realize it or not: **AI simultaneously increases the need for judgment and erodes the experiences that produce it.**"* (emphasis added)

According to Duncan, the solution *"isn't just keeping humans in the loop, but redesigning work to build judgment deliberately: clarifying who makes decisions, exposing people to consequences, restoring stretch experiences, and using tools like simulations, case-based learning, and gradual increases in responsibility."*

Specifically in the legal field, LexisNexis published a summary article in 2026 with the sobering headline of *"AI Is Speeding Up Junior Lawyers' Work but Raising Questions About How Judgment Is Learned."*:

<https://www.lexisnexis.com/community/pressroom/b/news/posts/ai-is-speeding-up-junior-lawyers-work-but-raising-questions-about-how-judgment-is-learned>.⁴

LexisNexis said that: *"research finds that while AI is boosting productivity, firms must rethink how junior lawyers develop legal judgment, confidence, and critical*

⁴ The more detailed LexisNexis research is available at: <https://www.lexisnexis.co.uk/insights/the-mentorship-gap/index.html>.

reasoning.” They went on to say that while AI is transforming how legal work is done, it is also reshaping how junior lawyers learn, with significant implications for legal training, mentorship, and leadership.

For a deeper dive on the compelling need to reflect on the development of legal professional judgment and wisdom in the age of AI, and judgment more generally, I can recommend these materials:

- *Better than a bot – instilling ethical judgement into the lawyers of the future in the age of AI*, Michael Legg (2024), Griffith Law Review, 33:3, 273-293, <https://doi.org/10.1080/10383441.2025.2493493>. The Abstract states:

“This article identifies professional judgement and ethics as the fundamental lawyering skill which is not replaced by AI and must be developed for effective lawyering. Ethical judgement is multi-faceted (a combination of expertise, experience, ethics and emotional intelligence), practical (the application of the law to achieve some end or solve a problem) and wholistic (an awareness and understanding of the relevance of surrounding issues such as risks, constraints and opportunities, including legality and morality).”
- Harvard Business Review articles:
 - *The Elements of Good Judgment*, Sir Andrew Likierman, <https://hbr.org/2020/01/the-elements-of-good-judgment>.
 - *The Big Idea: Before You Make That Big Decision...*, Daniel Kahneman et al, <https://hbr.org/2011/06/the-big-idea-before-you-make-that-big-decision>.
 - *Teaching Smart People How to Learn*, Chris Argyris, <https://hbr.org/1991/05/teaching-smart-people-how-to-learn>
- *The evolving role of AI in legal judgment*, Robert Daib, Law, Innovation and Technology, 2026: <https://doi.org/10.1080/17579961.2026.2633688>.
- *Human Judgment as the Cornerstone of AI in Legal Practice*, Colin S. Levy, 2025: <https://www.linkedin.com/pulse/human-judgment-cornerstone-ai-legal-practice-colin-levy-jsegc/>, which ends with the following statement:

“The successful integration of AI into legal practice depends fundamentally on maintaining and strengthening the role of human judgment. While AI tools offer powerful capabilities for enhancing legal work, they must be governed in ways that explicitly recognize and support the irreplaceable role of human decision-making. This means creating frameworks that not only protect but actively enhance the ability of legal professionals to exercise their judgment effectively. The path forward requires a deliberate approach that places human judgment at the center of AI governance. By focusing on how technology can best support and enhance professional decision-making, legal practices can build sustainable frameworks that maintain the highest standards of legal service while leveraging the benefits of AI innovation. The future of legal practice lies not in ceding ground to automation, but in strengthening the uniquely human elements that have always been at the heart of effective legal counsel.”

- *Honing legal judgment: How professional acumen & fiduciary care can keep lawyers relevant in the age of AI*, Natalie Runyon, 2026:
<https://www.thomsonreuters.com/en-us/posts/legal/honing-legal-judgment-keeping-lawyers-relevant/>.
- *AI Is Making Lawyers Faster. But Is It Quietly Destroying Legal Judgment? A Tech Founder Explains the Risk*, Robert Hanna, 2026:
<https://www.linkedin.com/pulse/ai-making-lawyers-faster-quietly-destroying-legal-judgment-hanna-ggh3e/>, which includes the following statement:

*“Much of what makes great lawyers great is **never written down**. Research suggests **up to 90% of expert legal knowledge is tacit**. It lives inside experienced lawyers’ heads. The signals they notice. The risks they prioritise. The conclusions they reach quickly. Junior lawyers often can’t see this thinking process. Historically they learned it through exposure and supervision. But automation risks removing those learning moments. The firms that win in the AI era will not simply automate work. They will use technology to **expand cognitive capability**.*

Meaning:

- *AI handles repetitive tasks*
- *Lawyers spend more time thinking*

- *Expertise becomes visible and transferable.*

*Because clients ultimately pay for one thing: **Judgment.***”

As well as creating challenges to the development of professional judgment, AI will also provide opportunities to do so. For example, as discussed in Tactic 4 below, training, and especially simulation-type exercises, can be powerfully enhanced by the integration of AI.

First step: organisation-wide strategy

How can young lawyers develop a good level of professional legal judgment and wisdom, as soon as reasonably feasible, in the age of AI? At the end of the proverbial day, it is (or should be) up to each individual lawyer to ensure they are developing all of their own professional capabilities, including but not only, judgment and wisdom, recognising that this is an ongoing, career-long process. Who can help them on their journeys? I hope that universities and business schools do their bit to enhance the development of professional judgment, as Jenny George has suggested above.

However, in the legal field, most of the heavy lifting to assist emerging lawyers should be done by employers. For this purpose, and the discussion which follows in this Insight, ‘employers’ means law firms and all other organisations which employ lawyers in in-house roles. The word ‘organisation’ has the same meaning.

The first thing that employers need to do is to actually focus on, and prioritise, the development of professional legal judgment and wisdom as a *strategic imperative* of the organisation.

In the case of law firms, that strategic imperative needs to come from the very top of the law firm’s governance and leadership including a board of directors/partners if there is one, and the most senior partner(s) responsible for the management and operation of the firm. With other organisations which employ lawyers in in-house roles, the strategic imperative needs to emanate from at least the office of the most senior lawyer in the organisation (such as a general counsel or

chief legal counsel), ideally with strong support from higher levels of management and leadership in the organisation.

Such a strategic imperative needs to be a *comprehensive, written account* of:

- the need to develop judgment and wisdom within the organisation's lawyers,
- why this is important to the organisation, and
- the tactics/actions/plans etc, which will be adopted to achieve this outcome.

There should be goals, timelines, budgets, responsibilities and accountability, in the same manner as for any other strategic imperative of the organisation. In other words, this should be a mandated, whole-of-organisation initiative, and not left to the whims of individual lawyers, partners, senior executives etc to decide whether or not they want to be on the bus or not.

Because partners in law firms typically have very high levels of autonomy, accountability measures linked to their performance assessment and remuneration outcomes may be needed to ensure meaningful progress and traction with various tactics which the firm seeks to deploy, to develop junior lawyers' legal judgment and wisdom. It is beyond the scope of this Insight to discuss such accountability measures.

What follows are suggestions on just six possible tactics that an employer might use to assist with its strategic imperative of building legal professional judgment and wisdom. There will of course be others. Organisations may choose to adopt one or more, all six, or other tactics, to achieve their strategic goals.

Apart from Tactic 1, which I strongly encourage all employers to consider, given its multiple potential benefits mentioned below, the other Tactics are not listed in any particular order.

Tactic 1: regular group-based discussions, reflections and mentoring

The suggestion here is that all lawyers in an organisation would be formed into groups, of approximately six to 12 people. In a law firm, each group should have one or two partners, and a mix of senior associates, more junior lawyers and graduates. A similar mix of seniority should also exist in groups formed within organisations which employ in-house lawyers.

It would be made clear that the purpose of these groups is to allow for group-based discussions, reflections and mentoring on the development of legal professional judgment and wisdom of all group members. That is, such groups would be in addition to any other existing training programs within the organisation. To make this purpose clear, groups could come up with appropriate and fun names, such as judgment jamboree, judgment journey, wisdom workshop, etc.

There are various reasons why I believe that this Tactic 1 is the best way to accelerate the professional legal judgment and wisdom of all lawyers, and not just new recruits, including:

- **Effectiveness/adult learning theory:** the modern (evidence-based) theory of adult learning holds that adults best learn new concepts via facilitated group discussions, which allow them to explore and test their existing assumptions, beliefs and thinking patterns with others, as they are challenged to take on new ideas and ways of thinking. The concept of adult learning is explored in Chapter 7 (*Lifelong learning, development and curiosity*) of my book mentioned earlier.
- **Time efficiency for partners/general counsel:** group-based discussions (although not a substitute for an appropriate amount of one-on-one contact) are a time efficient way for always time-poor partners and general counsel to impart their wisdom to their teams.

- **Attendance/participation:** assuming that the partners/general counsel always turn up and treat these sessions seriously, it will be clear to all other lawyers that they should also always attend and participate.
- **Staff morale/goodwill:** despite my best hopes that what I am proposing here is such a good idea that all employers will embrace it, sadly I am realistic enough to acknowledge that organisations which actually adopt Tactic 1 in an enthusiastic manner will probably be the exception, rather than the rule. Where an employer can effect Tactic 1 on an ongoing basis, with strong partner/general counsel commitment and buy-in, this is likely to be extremely well received by the typical employed lawyer, resulting in increased morale and, over time, giving the employer a (deserved) reputation as a great place for a lawyer to work in the age of artificial intelligence.

Unfortunately, despite these (compelling!) reasons, some partners in law firms, and some general counsel in other organisations, will dislike and dismiss Tactic 1. Even if they (outwardly) tolerate the idea, they will say that they do not need to be personally involved. Their limited time is far too precious to be spent sitting in yet another internal (non-billable) meeting every month. Rather, their time is far better spent doing client work or business development. Somebody else, such as senior associates or learning and development professionals, should be trying to inculcate legal judgment and wisdom into more junior lawyers: not partners – we are far too *important* and *busy* for such activity. The only way to (hopefully) overcome such attitudes is, as stated earlier, for the development of legal professional judgment and wisdom to be a *strategic imperative* of the employer, and for Tactic 1 to not just be mandated from the very top of the organisation, but for its take-up to be reflected in partner/general counsel goals, KPIs, performance assessment and remuneration.

The best way for Tactic 1 to be a success in law firms is for all of the most senior partners in a firm, such as Chair, board members, managing partners, heads of practice groups etc, to not only themselves be members and constant attendees/participants in mentoring groups, but for them to regularly talk about the

value and importance of such groups at firm gatherings, such as partner meetings and conferences, and ‘town hall’ style meetings with lawyers and other staff.

For reasons which will become clear below, ideally each group would acquire at least one copy of Randall Kiser’s excellent book, *Professional Judgment for Lawyers*, 2023, Elgar. Enthusiastic groups would also acquire copies of:

- *Beyond Smart, Lawyering with Emotional Intelligence*, Ronda Muir, 2025, 2nd edition, American Bar Association.
- *Psychology for Lawyers*, Jennifer K. Robbennolt and Jean R. Sternlight, 2012, 2nd edition, American Bar Association.

Each group would meet every month, ideally face-to-face, for 60 to 90 minutes. Someone, usually a senior associate in a law firm, or equivalent level in other organisations, should be charged with preparing an agenda in advance of each meeting, ideally to be reviewed by a partner/general counsel. Here are some ideas as to what might be included in a typical agenda for a meeting:

- **Structured discussion on decision-making:** a vital component of professional judgment and wisdom is, of course, decision-making. An excellent way for groups to discuss decision-making in a structured way is to refer to Chapter 10 (*Decision-making styles*) of *Professional Judgment for Lawyers*. In this chapter, Kiser sets out 15 categories of legal decision-making “styles”, in three broad categories (mindsets, methods and evaluations), with a set of self-assessment questions on each, and a scoring method for making sense of the answers. A group could agree to discuss one of these 15 styles at a given meeting, with members each undertaking the applicable self-assessment question set prior to the meeting. Depending upon the degree of psychological safety in the group, members (including partners and general counsel!) could openly share their scores in the meeting, or this could be done on an anonymised basis. There would then be group discussion on that particular style of decision-making, with partners, general counsel and senior lawyers sharing experiences, war stories, anecdotes, tips and tricks.

- **Structured discussion on other aspects of judgment and wisdom:** as set out in the Framework earlier in this Insight, in addition to decision-making, there are various other capabilities that underpin professional judgment and wisdom, including:
 - getting facts/views, perspective-taking, and evaluation
 - critical thinking, inquiry, reasoning and creative problem-solving
 - business acumen and understanding client needs/goals
 - communication, relationships and teamwork
 - emotional intelligence.

A group could discuss an aspect of one of these capabilities, with some assigned pre-reading material for consideration and reflection. Sources of such material include:

- the various Tools for each of the above capabilities, as set out in the companion document [A Lawyer's Capability Toolkit](#).
- a chapter, or part of a chapter, of one of the three books mentioned above. (Every chapter of the book *Professional Judgment for Lawyers* is excellent! After Chapter 10 mentioned earlier, the next two chapters worth reviewing and discussing are: Chapter 11 (*Individual Decision-making Expertise*) and Chapter 9 (*Expertise, Motivation and Wisdom*).

Again, there would be group discussion on the capability in question, with partners, general counsel and senior lawyers sharing experiences, war stories, anecdotes, tips and tricks.

- **Artificial intelligence anecdotes:** swap notes on any recent experiences group members have had with the employer's AI tools, and whether they have helped or hindered the development of legal judgment and wisdom.
- **Freewheeling discussion:** all members come prepared to raise, discuss, seek feedback etc on recent client/other experiences involving aspects of legal judgment and wisdom.

- **Partner/general counsel “homily”**: a two or three minute presentation on a particular aspect of legal judgment and wisdom; their experience, tips, etc.

These are just some ideas for possible agenda items. Each employer, and each group, should design their own agendas and materials to best suit their own circumstances.

Tactic 2: one-on-one on the job coaching and mentoring

Ideally, partners/general counsel and other experienced lawyers, such as senior associates, will regard one-on-one coaching and mentoring of more junior lawyers as being an important part of their role. Such coaching and mentoring should of course cover the whole gamut of legal expertise including technical skills, client management and business development, to name just a few topics.

One-on-one coaching and mentoring can and should also include legal professional judgment and wisdom.

If Tactic 2 is part of an employer’s strategic imperative, then amongst other things the organisation should:

- Make it clear to everyone (including partners/general counsel) that aspects of legal professional judgment and wisdom are expected to be included, and indeed *prioritised*, in one-on-one coaching and mentoring of all lawyers, and not just the most junior lawyers.
- Provide some appropriate level of training and guidance materials to partners/general counsel and other experienced lawyers, as to what is expected of them in such coaching and mentoring.

Tactic 3: group-based training

The development of legal professional judgment and wisdom could be included within an employer’s training program. Law firms and other organisations which employ lawyers usually have a training regimen extending over many years of a lawyer’s development, ideally including partners. Training of this nature is usually

group-based, with sessions covering core legal/technical skills and other capabilities such as teamwork, communication, client management, business development, ethics, etc. Depending upon the topic, such sessions may be facilitated by in-house learning and development professionals, external facilitators/experts, or partners or other senior lawyers within the employer organisation.

The inclusion of the development of legal professional judgment and wisdom within an employer’s group-based training program could occur in either, or ideally both, of the following ways:

- **Specific sessions on legal professional judgment and wisdom:** training would be designed and directed to primarily address the development of judgment and wisdom.
- **Incorporating aspects of judgment and wisdom into other/existing training sessions:** here, the idea is to find ways to address the development of judgment and wisdom within training courses primarily designed to target other capabilities. For example, a segment or module specifically addressing judgment and wisdom could be included within training courses designed to address core legal/technical skills and other capabilities such as teamwork, communication, client management, business development, ethics, etc.

Tactic 4: individual-based training and simulations

Especially since the advent of the digital age, and certainly well before the take-up of artificial intelligence circa late 2022, many employers have incorporated various types of individual-based training within their professional development programs for lawyers. Such training programs are usually computer-based, often using increasingly sophisticated and realistic simulation exercises.

I am aware that a number of these computer-based training simulations, which are designed and targeted towards lawyers, claim to be able to assist with the development of legal professional judgment and wisdom. Of course, the promoters of these programs optimistically extol the benefits from the use of artificial intelligence within their tools, so as to make the training and simulations as life-like

as possible. Certainly, their marketing spiels, and the short demonstrations of their products on their websites, look and sound very encouraging!

However, I have not used any of these programs and tools and I am not in a position to recommend any one or more of them.

Tactic 5: individual deliberate practice and reflective practice

At the base of *A Lawyer's Capability Framework*, set out earlier in this Insight is: *Deliberate practice and reflective practice*. These distinct, but closely related, capabilities are explained in the companion document, [A lawyer's capability toolkit](#), which includes links to various tools to help put these capabilities into practice.

The development of legal professional judgment and wisdom are perfect topics for individual lawyers to include within their own deliberate practice and reflective practice activities, and the tools mentioned above will assist.

If Tactic 5 is truly to be part of an employer's *strategic imperative* for the development of legal professional judgment and wisdom within the ranks of its lawyers, it won't just leave matters to chance and at the whims of individual lawyers.

Although deliberate practice and reflective practice are primarily individual-based pursuits, employers can certainly assist in various ways, including:

- Promoting and publicizing the ideas and benefits of deliberate practice and reflective practice generally, and in the context specifically of the development of legal professional judgment and wisdom.
- Provide materials, resources, templates and frameworks to assist lawyers in their endeavours.
- Get senior partners and general counsel to share their tips and tricks.
- Include deliberate practice and reflective practice, as regards the development of legal professional judgment and wisdom, in discussions taking place within the use of Tactics 1 and 2.

- *Feedback from other people* (not just or only AI bots!) is a vital part of both deliberate practice and reflective practice, and employers can encourage more senior lawyers to provide feedback to more junior lawyers.

Tactic 6: workflow choices/design for junior lawyers

Junior lawyers have tasks assigned to them by more senior lawyers including senior associates/counsel and partners/general counsel.

Due to a range of factors, including the advent of AI and other developments, such as pressure from clients, costs and billing arrangements, and actual or perceived competitive pressures, senior lawyers are continuously making workflow decisions which will affect junior lawyers and the development of their legal judgment and wisdom, including:

- When should junior lawyers be asked to attend physical and online client meetings, and their role in meetings?
- Who should actually start the process of using an AI tool in any given client matter? If partners/general counsel, and other more senior lawyers start the use of an AI tool themselves, because they think it will be quicker, easier and less of a hassle than instructing a junior lawyer to do the task, how and when will more junior lawyers be given the opportunity to do so?

If workflow choices for junior lawyers, to help them develop judgment and wisdom, is a *strategic imperative* for an employer, then the organisation will issue either mandates, or at least guidelines, on how questions of the above type are to be answered by senior lawyers, as well as guidance on whether and when junior lawyers should be billing time to client codes in various situations, and if so, the circumstances in which the time should or should not actually be billed to a client.

Incentives always work better than mandates. How can partners/general counsel, and other more senior lawyers, be appropriately incentivised to push down work, including the use and instruction of AI tools, to more junior lawyers?

It is not just workflow *choices* that need reconsideration, but also workflow *design*, especially as regards the use of an organisation's AI tools by junior lawyers.

They will need training on how best to use the tools in an appropriate, ethical manner, including: issues of confidentiality of organisation and client information, how to review the output from AI tools in a structured, sceptical manner, how to identify hallucinations, gaps and errors, and how to evaluate and improve upon the AI outputs.

Conclusion

The age of artificial intelligence has well and truly started. It is still in its very early days, and much is uncertain. However, it seems safe to say that the AI genie is well and truly out of the bottle, and the world will never be the same. Artificial intelligence is not a passing fad that can be ignored by any business or professional, let alone any law firm, other employers of lawyers, or any individual lawyer.

Artificial intelligence will affect lawyers, their employers and the practice of law in myriad ways, some of which are likely to be emergent and not yet capable of being identified nor planned for in any meaningful way.

As this Insight has sought to explain, one thing that *is* already clear, is that the advent of AI will have a profound effect on the manner in which a lawyer develops their critically important capabilities of legal professional judgment and wisdom.

Forward thinking law firms, and other employers of lawyers, are well advised to ensure that the development of such capabilities is regarded as a *core strategic imperative* of the organisation and not just left in the hands of each lawyer.

This Insight assists employers to develop such a strategic imperative and then action it with a range of practical tactics.

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