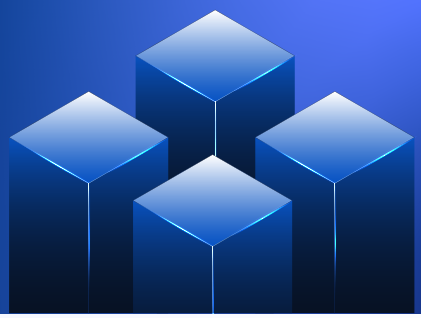
Building the Foundations of Strategic AI in Legal



Consilio

The Four Pillars That Enable Decision Intelligence

AI supports faster, more informed legal decisions, but only when the right foundations are in place. Data, technology, governance, and leadership buy-in are central to AI success

	Unified Data	Integrated Systems	Governance	Leadership and Culture
WHAT IT ENTAILS	Connected, structured, and reliable legal information that provides AI with the context needed to streamline legal work.	A connected technology ecosystem where legal systems, workflows, and information work together.	Policies, oversight, and controls that guide responsible, secure, and compliant AI use.	Executive sponsorship, AI literacy, and organizational alignment that enable successful adoption and long-term value.
WHAT IT ENABLES	More reliable AI outputs, stronger insights across matters, and faster access to institutional knowledge.	More efficient workflows, reduced manual effort, and better visibility across legal operations.	Trusted AI adoption, consistent usage, defensible processes, and reduced operational risk.	Higher adoption, stronger AI capabilities, and sustained transformation across the legal function.
WHAT HAPPENS WHEN IT IS MISSING	AI lacks context, produces inconsistent results, and teams rely on manual workarounds to find information.	Information remains siloed, workflows stay disconnected, and AI cannot support end-to-end processes.	AI use becomes inconsistent, security and compliance risks increase, and businesses lack confidence in AI decisions.	AI initiatives struggle to scale, employees lack confidence, and successful pilots remain isolated.
QUESTIONS FOR LEGAL LEADERS	Can our AI tools access the right information, with the context needed to support reliable decisions?	Are our legal systems connected enough to support AI-enabled workflows?	Do we have the governance framework needed to scale AI responsibly and defensibly?	Are we building the skills, alignment, and culture needed for AI adoption?
WHY IT MATTERS	AI performs best when it accesses connected and well-organized legal information. Fragmented data limits context and reduces confidence in AI outputs.	Connecting information from eDiscovery, contract management, matter management, compliance and other legal systems gives AI broader context while reducing manual work.	Governance helps organizations use AI consistently, securely and responsibly while meeting legal and regulatory obligations.	Effective AI programs require executive sponsorship, skilled professionals, cross-functional collaboration, and ongoing investment.

	Unified Data	Integrated Systems	Governance	Leadership and Culture
SUPPORTING GLOBAL SURVEY REPORT DATA	**39%** of legal professionals report manual workarounds caused by disconnected systems. **41%** identify fragmented technology as one of the biggest barriers to AI implementation. [1]	**44%** of legal departments are investing in workflow or process automation. **65%** have intentionally redesigned how AI is used across legal workflows.	Only **7%** of businesses have a documented AI governance framework that is actively followed. **58%** of legal professionals say AI has already improved efficiency and productivity, increasing the importance of responsible oversight as adoption grows.	**41%** say leadership vision is driving innovation within the legal department. **57%** developed AI evaluation or prompt engineering skills during the past year. **89%** of in-house legal professionals identify AI as the greatest opportunity for innovation.
EXTERNAL DATA FINDINGS	**77%** of businesses identify data quality as the biggest obstacle to successful AI adoption. [2]	72% of CEOs say their organization's proprietary data is key to unlocking the value of generative AI. [3]	58% of organizations say they do not have a well-defined data and governance foundation for AI. [4]	Analytical thinking, AI literacy, and continuous learning are among the fastest-growing workforce capabilities.[5]
STRONG DATA FOUNDATIONS AND CONNECTED SYSTEMS INCLUDE:	- Standardized legal data - Consistent metadata - Connected repositories - Reliable information governance	- Improved workflow visibility - Less manual intervention - Faster access to information - Richer AI context	- Policies - Human review - Security controls Performance - Risk management	- Executive sponsorship - AI literacy and training - Change management - Cross-functional collaboration - Adoption and engagement

1. https://www.consilio.com/global-survey-report-2026
2. https://www.getreadyforagents.com/news/ibm-77-percent-ai-adoption-outpacing-governance/
3. https://newsroom.ibm.com/2025-05-06-ibm-study-ceos-double-down-on-ai-while-navigating-enterprise-hurdles
4. https://www.ibm.com/thought-leadership/institute-business-value/en-us/report/ai-governance-trends?
5. https://www.weforum.org/publications/the-future-of-jobs-report-2025/

Task Automation and Decision Intelligence

Generative AI automates legal tasks, while decision intelligence helps legal teams make better decisions by combining AI with connected data, integrated technology, governance, and human expertise.

Task Automation

- Automates individual tasks
- Focuses on efficiency and speed
- Assists with document review, summarization, drafting, and classification
- Delivers value within individual workflows
- Success depends on completing tasks faster
- Operates with isolated datasets
- Primarily reduces manual effort
- Measured by time saved

Decision Intelligence

- Improves decisions across legal workflows
- Focuses on outcomes, consistency, and business impact
- Connects information across matters, legal systems, and business functions to support informed decisions
- Creates value across the legal function through connected intelligence
- Depends on the quality, context, and reliability of legal decisions
- Requires connected data, integrated systems, governance, and organizational alignment
- Helps identify risk, prioritize actions, recognize patterns, and support strategic decision-making
- Measured by decision quality, defensibility, consistency, and organizational outcomes

What Strong Foundations Enable

Businesses with mature AI foundations are better positioned to:

- Produce more reliable AI outputs
- Reduce manual work and duplicate effort
- Improve consistency across legal workflows
- Strengthen compliance and defensibility
- Scale AI initiatives with greater confidence

A Practical Path to Decision Intelligence

AI maturity develops as legal teams move from automating individual tasks to building connected, governed capabilities that support better legal decisions.

Stage 1

Task Automation

Focus :

Automate repetitive legal work with appropriate controls

What Changes :

AI supports individual activities such as document review, summarization, classification, and drafting. Governance establishes approved use cases, human oversight requirements, and appropriate safeguards.

Stage 2

Workflow Integration

Focus :

Embed AI into repeatable legal processes

What Changes :

People, systems, and information become increasingly connected across matters, as AI becomes integrated into legal workflows. Governance helps define how those workflows operate, establish accountability, set security requirements, and maintain quality standards.

Stage 3

Connected Intelligence

Focus :

Combine data, systems, and institutional knowledge

What Changes :

Insights become more consistent and decision-making gets less fragmented when AI draws on broader legal information sources. Governance supports data quality, access controls, transparency, and defensible AI outputs.

Stage 4

Scaled AI Adoption

Focus :

Expand AI use across the legal function responsibly

What Changes :

Businesses move beyond individual use cases by establishing repeatable AI practices, evaluation methods, and change management strategies. Governance supports ongoing monitoring, risk management, and continuous improvement.

Stage 5

Decision Intelligence

Focus :

Use AI as a strategic partner

What Changes :

AI helps legal teams identify patterns, prioritize actions, anticipate risks, and make better-informed decisions. Governance remains embedded through oversight, human judgment, and accountability to ensure trusted outcomes.