

NORDIC LEGAL TECH DAY · STOCKHOLM · 7 OCTOBER 2026

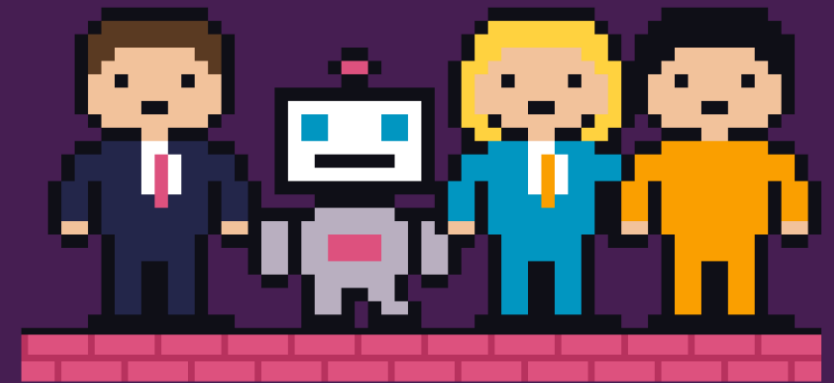


BUILDING THE LEGAL TEAMS OF THE FUTURE

80% of your AI budget should go to people

Alexander Irschenberger

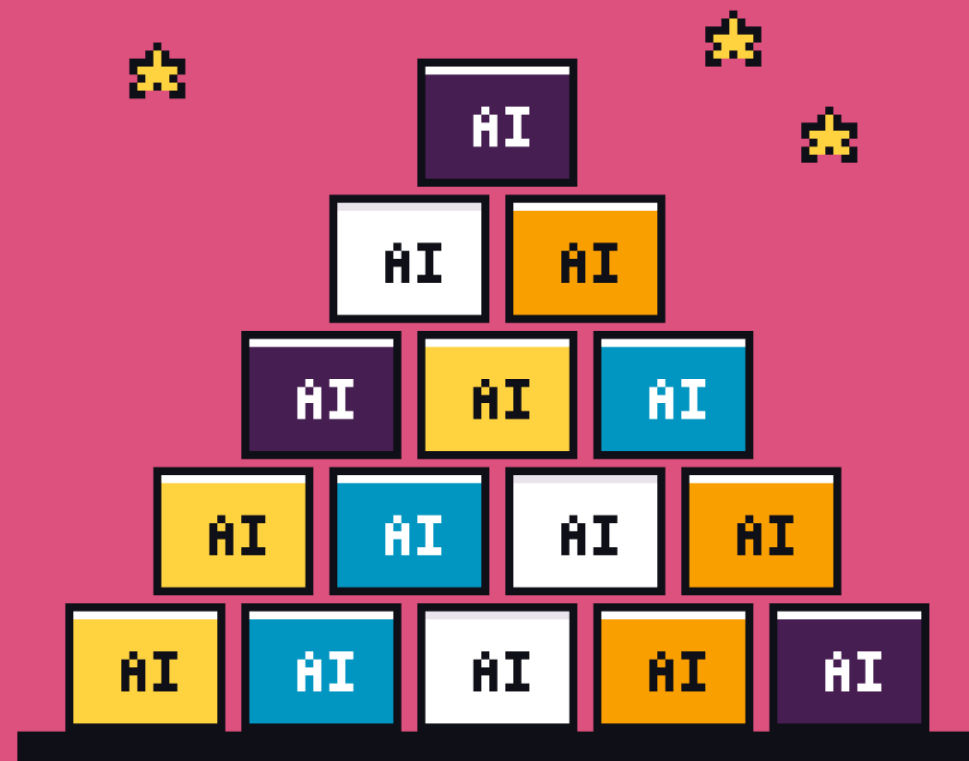
CEO, Legal Tekno



WHO HAS BOUGHT
AN AI TOOL IN
THE LAST 12
MONTHS?

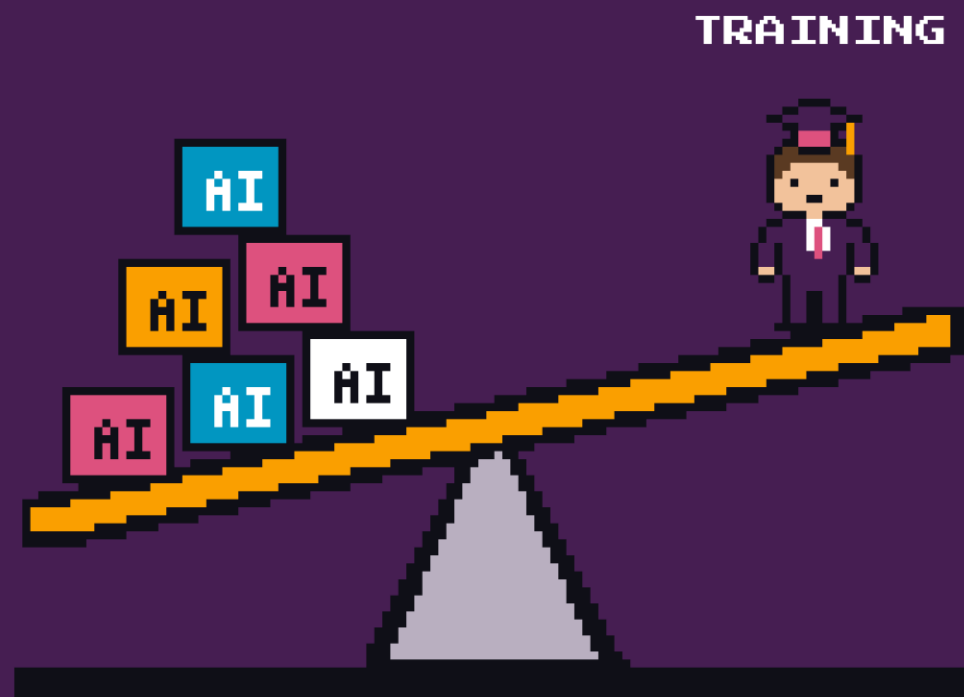


Hands up.



KEEP YOUR HAND UP
IF YOU SPENT THE
SAME AMOUNT OR
MORE ON **TRAINING**
AI FLUENCY.

Hands down?

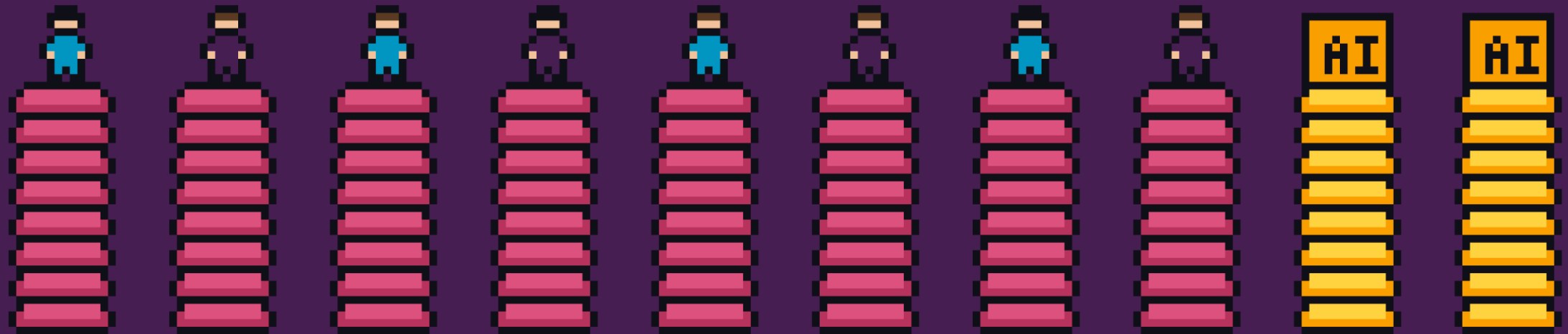


THE CLAIM

WHERE THE MONEY SHOULD GO

80% PEOPLE

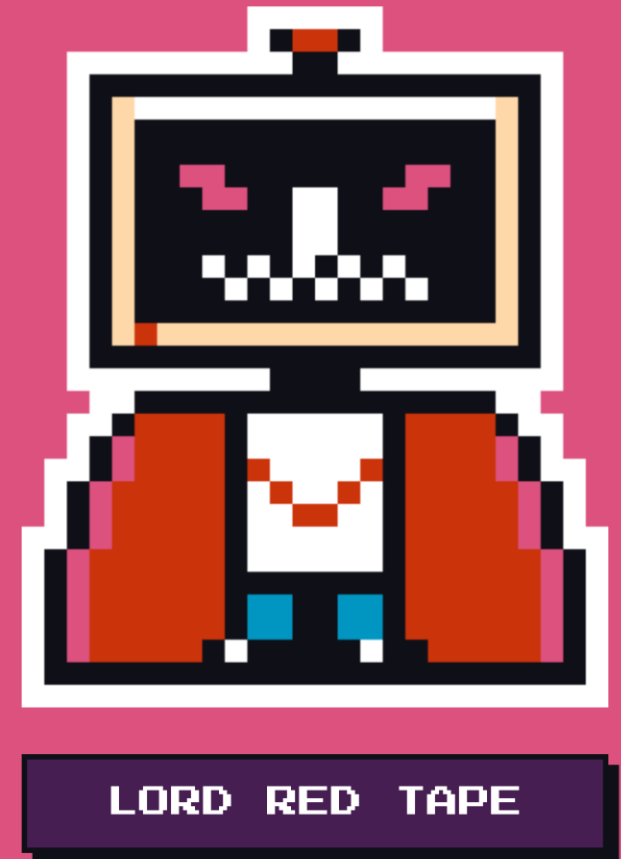
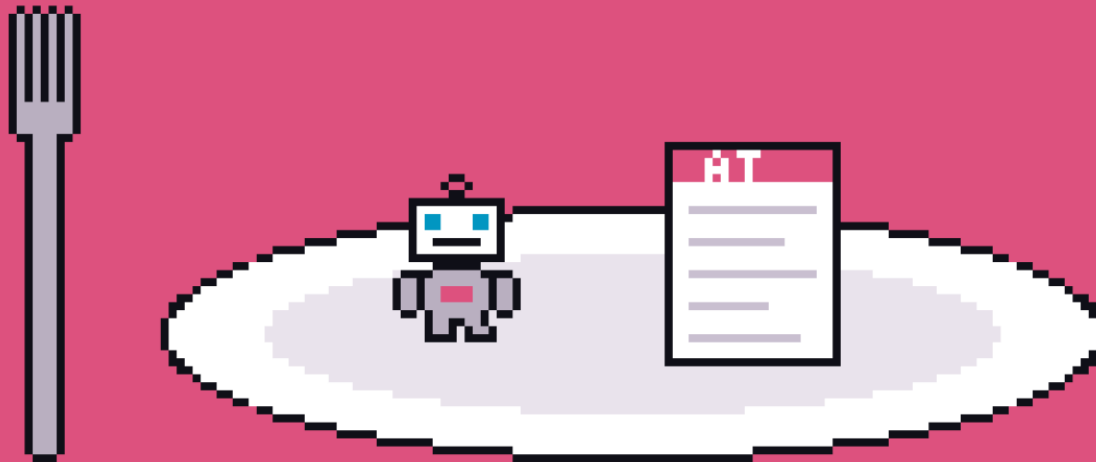
20% TOOLS



BCG's rule for AI at scale: 10% algorithms, 20% technology and data, 70% people and process.

CULTURE EATS EVERYTHING FOR BREAKFAST

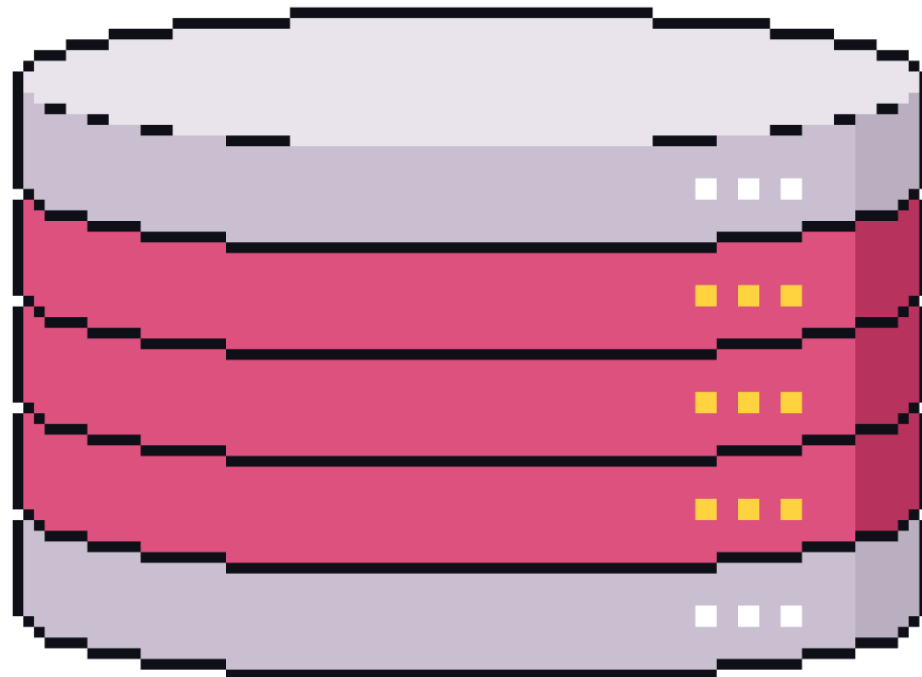
Including your AI tools and strategy.



THE TOOL RACE

SAME MODELS FOR EVERYONE

The top and bottom layers are the same for everyone. The middle is yours.



INTERFACE

Chosen for you

CONFIGURATION

Built by your people

CONNECTORS

Built by your people

KNOWLEDGE

Built by your people

MODEL

Chosen for you

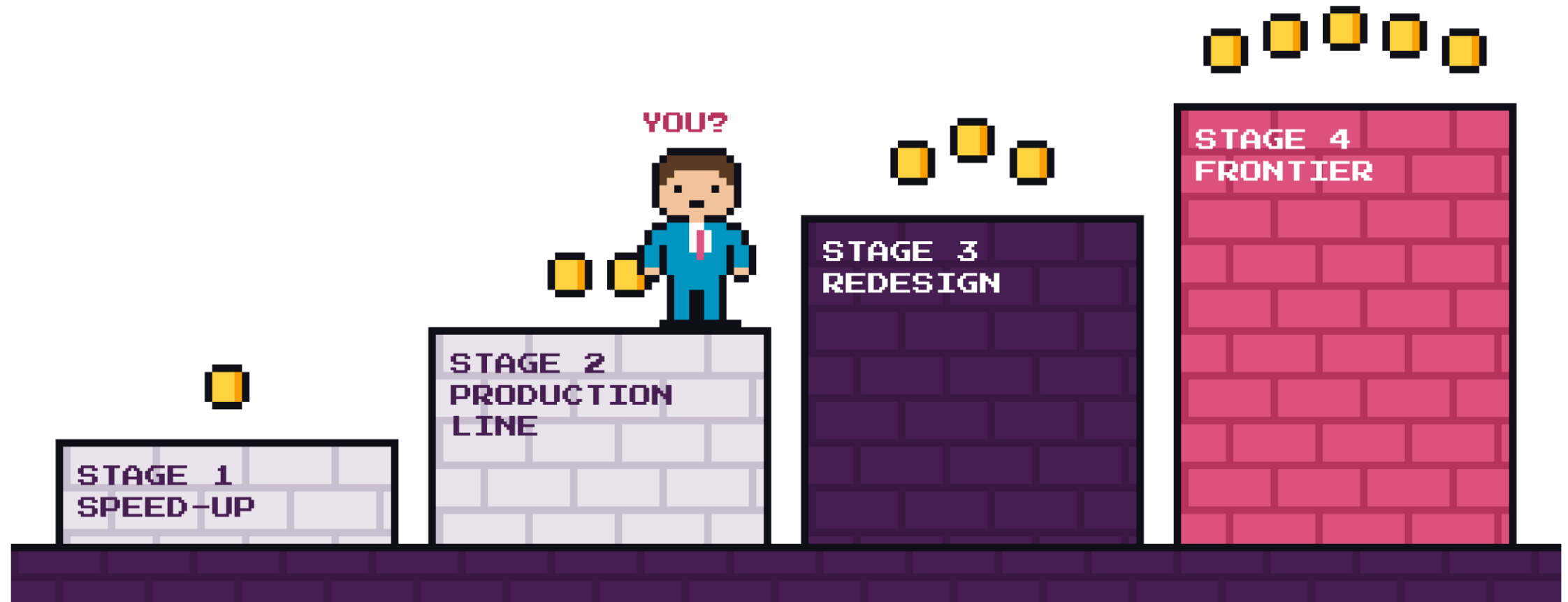


Mainly
human-driven

THE TOOL RACE

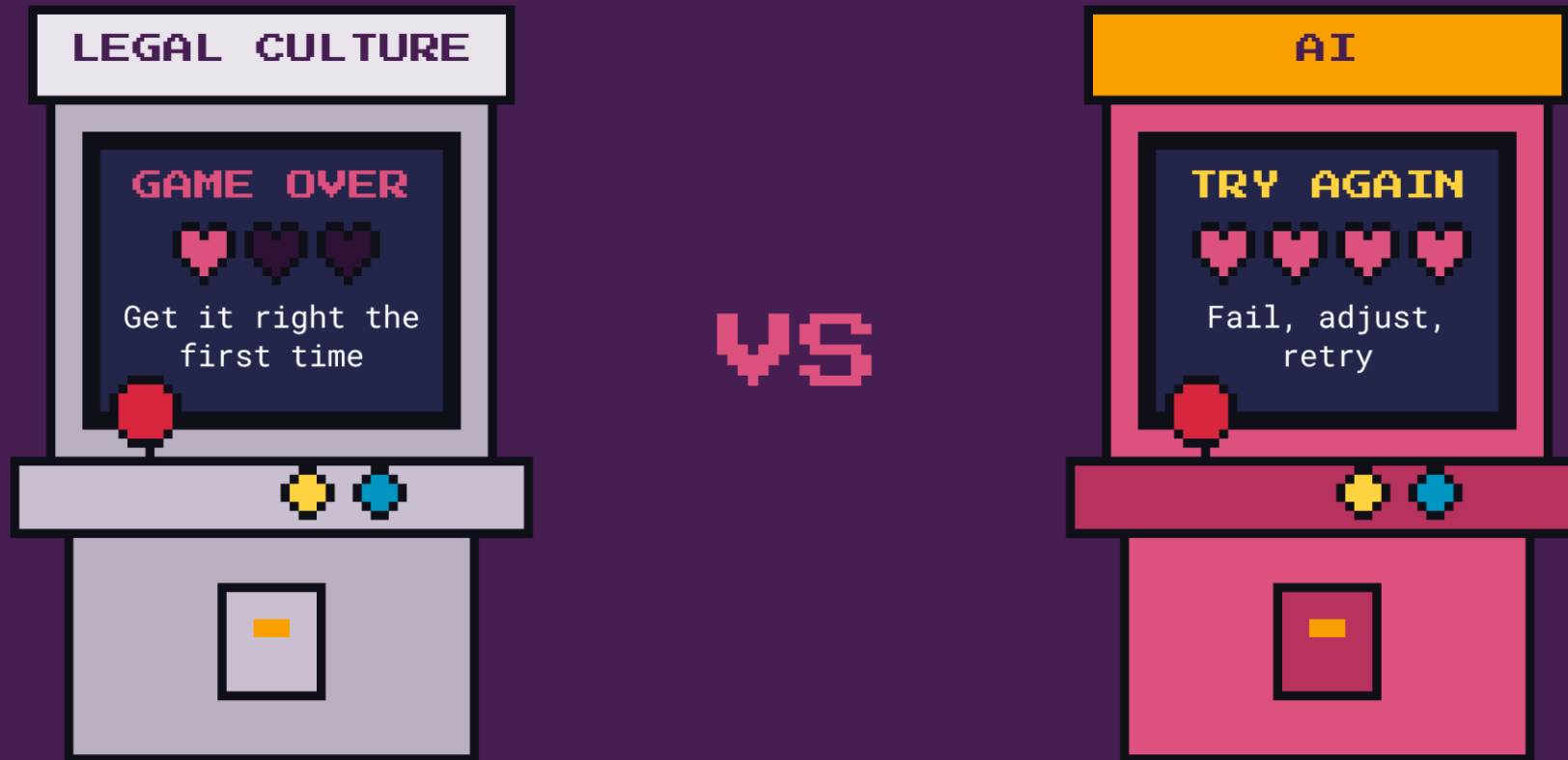
WHERE ARE YOU REALLY?

Most teams stand on stages 1 and 2. The coins are on 3 and 4.



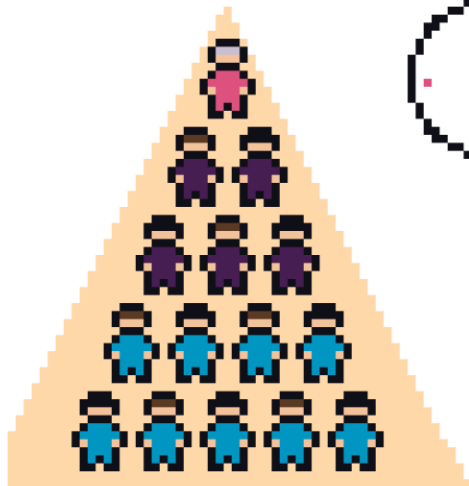
WHY LEGAL CULTURE RESISTS

TWO REWARD SYSTEMS



WHY LEGAL CULTURE RESISTS

SAME PROBLEM, TWO SETTINGS



LAW FIRMS

- > Hours reward time spent
- > Juniors learn by grind
- > Mistakes = career risk
- > Partners hold knowledge



IN-HOUSE

- > Firefighting all day
- > Saved time = cuts?
- > Go-to person = safe job

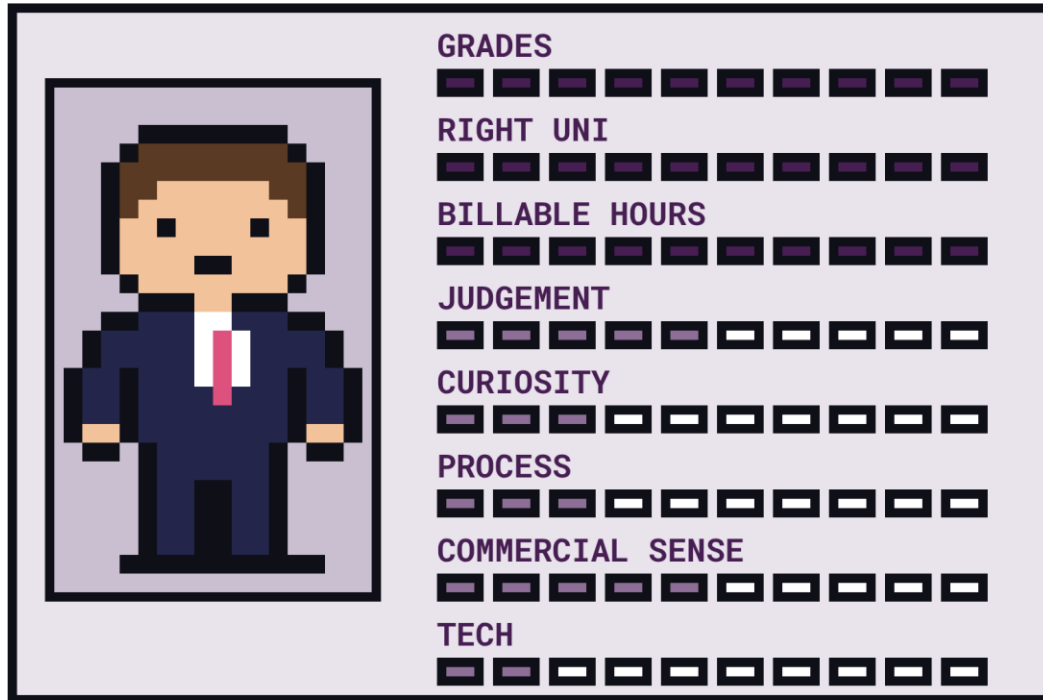
Common thread: few legal teams have a culture of learning, curiosity and sharing.

LVL 1 • RECRUIT

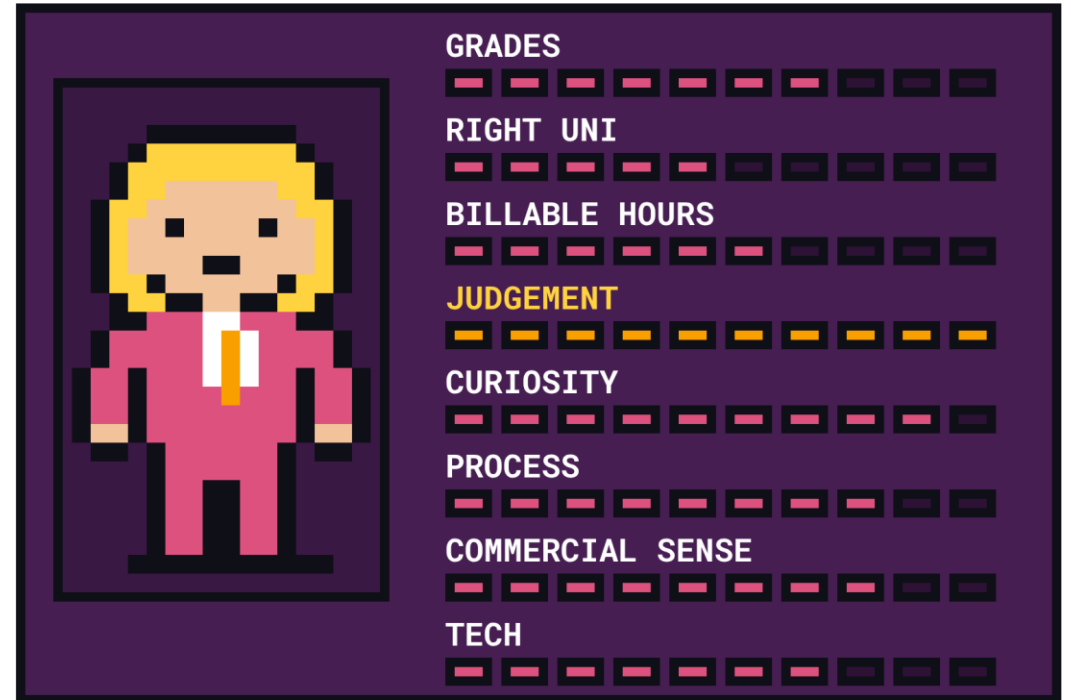
CHOOSE YOUR PLAYER

Culture starts at the door.

CLASSIC HIRE

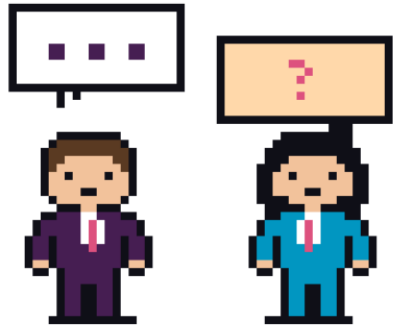


FUTURE HIRE



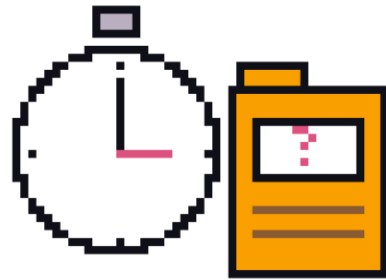
LVL 1 • RECRUIT

HOW TO INTERVIEW FOR FUTURE TALENT?



ROLE PLAY

Advise a tough client
in real time



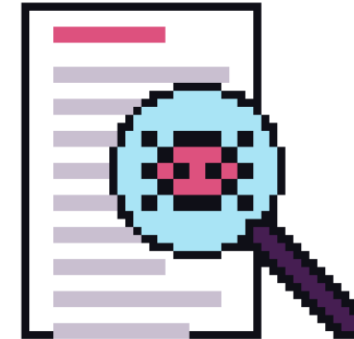
LIVE CASE

Solve a real problem
against the clock



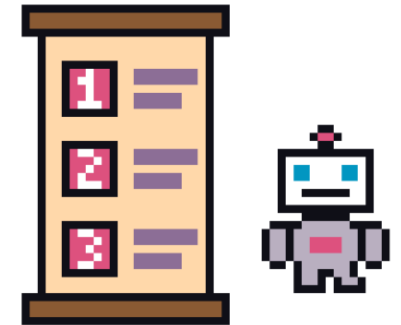
RUN AN AI TOOL

Use AI live, then
defend the output



PLANTED ERROR

Find the hidden
mistake in an AI
draft



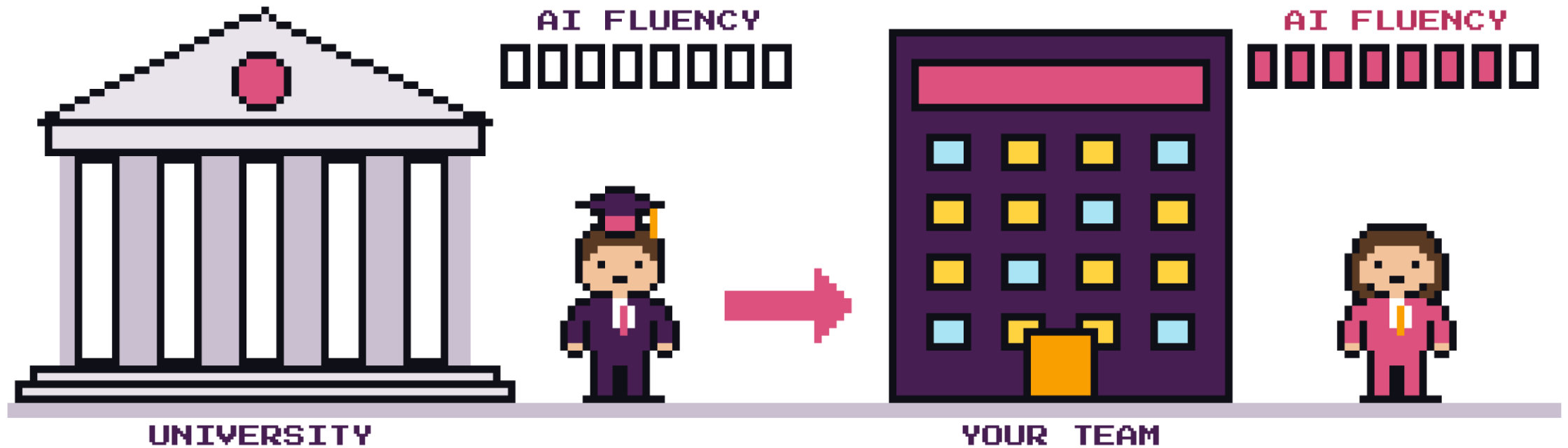
TEACH THE AGENT

Explain how you
review one document
type

LVL 1 • RECRUIT

UNIS WON'T DO IT

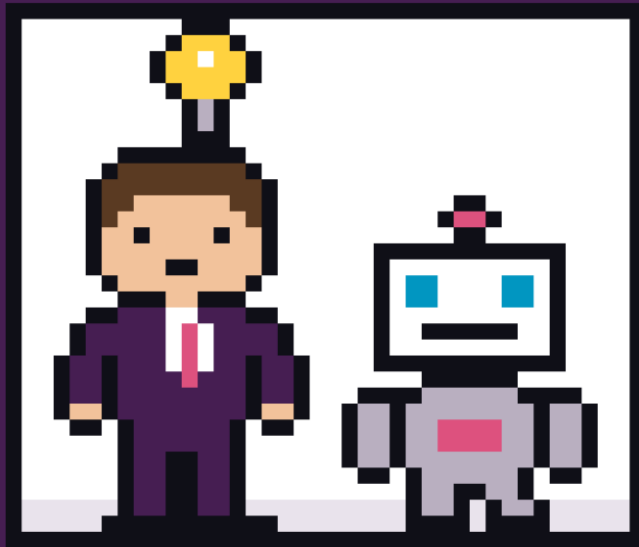
Graduates arrive with no AI fluency. It is up to the private market to train them.



LVL 2 • RETAIN

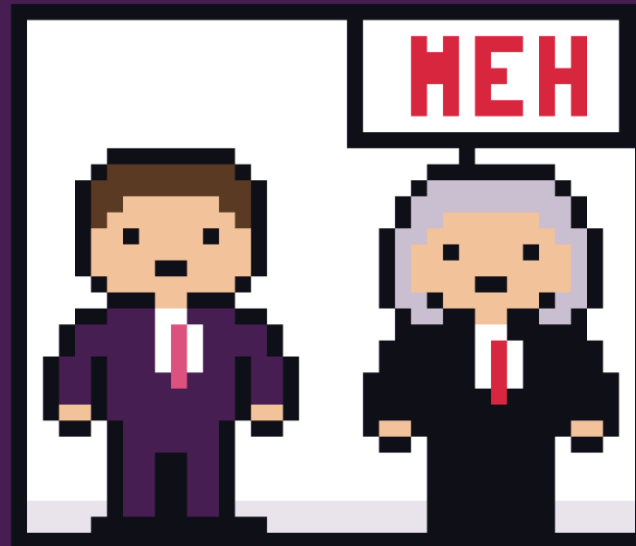
WHY BUILDERS LEAVE

If curiosity doesn't pay, your best builders leave.



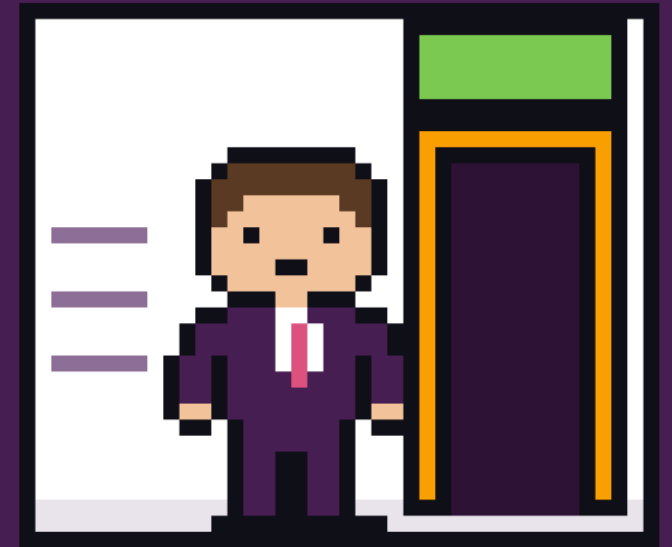
1 BUILDS AN AGENT

Automates their own workflow on their own initiative.



2 NO RECOGNITION

Nobody notices, and some are openly dismissive.



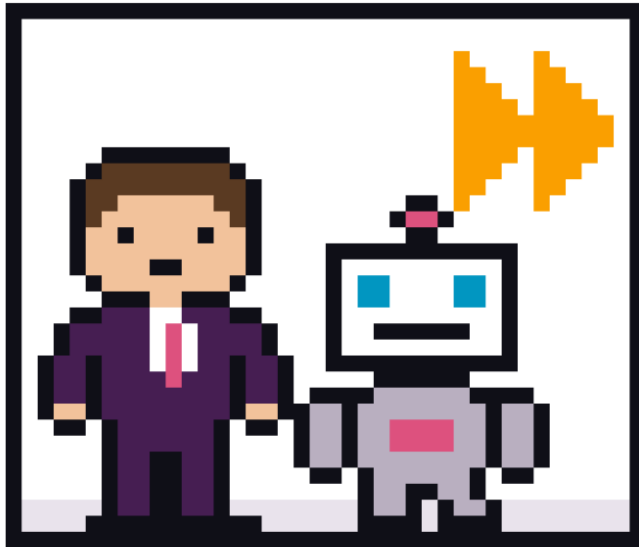
3 WALKS OUT

Joins a team that lets them build.

LVL 2 • RETAIN

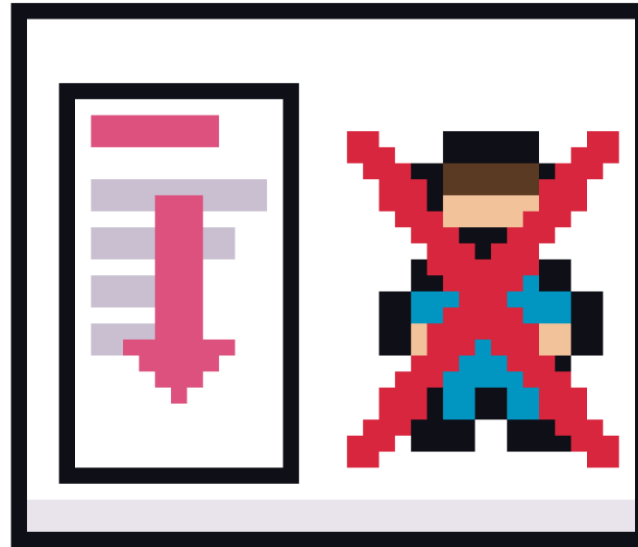
THE INCENTIVE TRAP

Get more efficient, get punished. So people hide what they learn.



1 GETS EFFICIENT

Uses AI to do the same work in a fraction of the time.



2 GETS PUNISHED

Firms: fewer billable hours. In-house: budget and headcount cuts.



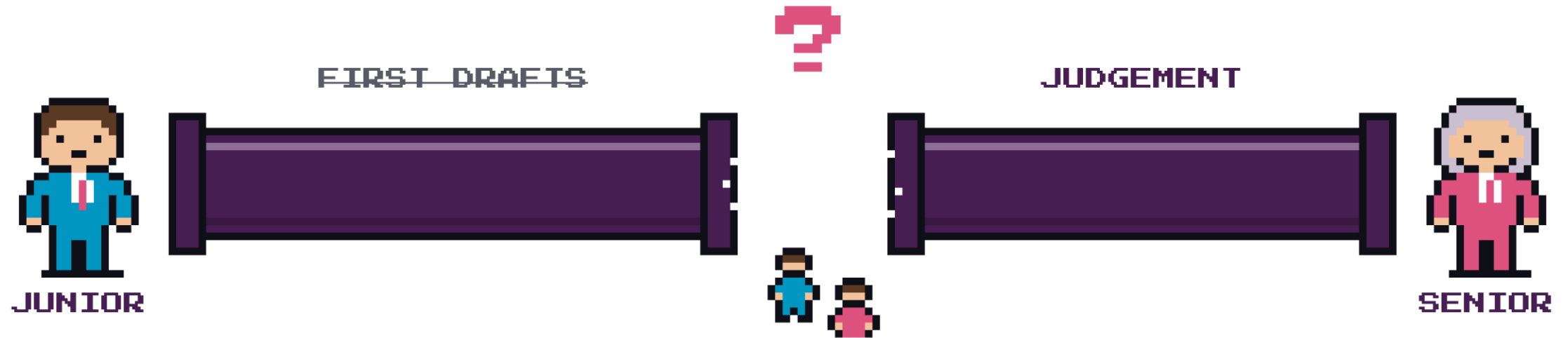
3 HIDES IT

Keeps the shortcut to themselves. Nobody else learns.

LVL 2 • RETAIN

THE HARD QUESTION

If juniors stop grinding first drafts or research, where does **judgement** come from?



LVL 3 • ORGANIZE

SIX QUESTIONS

WHO OWNS ADOPTION?

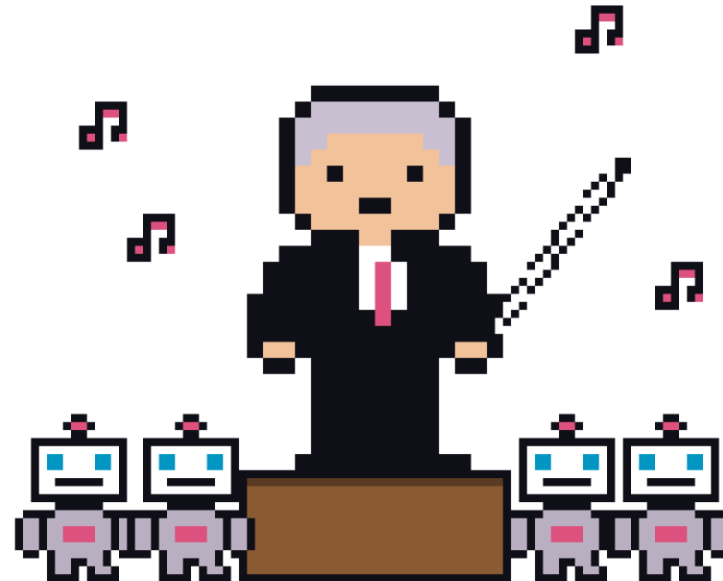
Practice leaders or the GC

WHO TRAINS?

Peer builders, on live matters

WHO REVIEWS?

Named lawyers at quality gates
(or verification agents)



WHO REDESIGNS?

Lawyer and legal engineer
pairs

WHO IS ON THE TEAM?

Fewer layers, more cross-
function work

WHO BECOMES OBSOLETE?

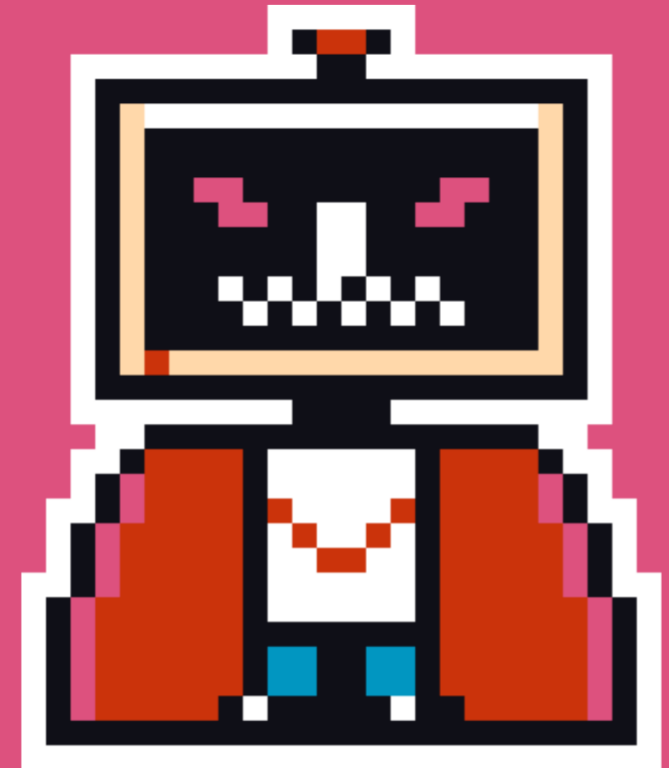
First-draft-only roles, people
with no curiosity

BOSS LEVEL

HOW TO CHANGE THE CULTURE

For law firms and in-house.

HP



BOSS LEVEL • POWER-UPS

MOVES 1-4



1 LEADERS GO FIRST

Firms: Partners share failed attempts

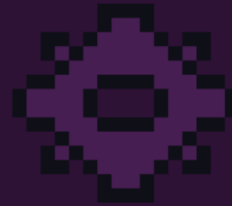
In-house: The GC demos own use



2 BUDGET THE 80%

Firms: €4 on people per €1 on tools

In-house: Same ratio in the budget



3 MAKE BUILDING COUNT

Firms: Credited non-billable hours

In-house: Protected weekly time



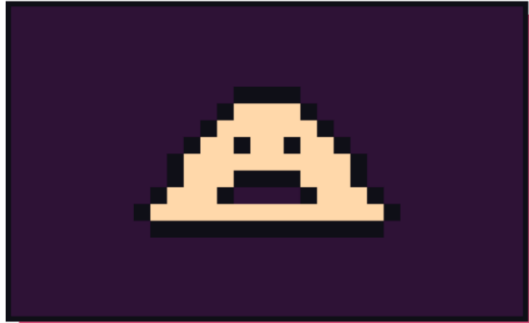
4 NAME THE BUILDER

Firms: Credit like origination

In-house: Showcase it to the business

BOSS LEVEL • POWER-UPS

MOVES 5-8



5 MAKE FAILURE SAFE

Firms: Monthly "what went wrong"

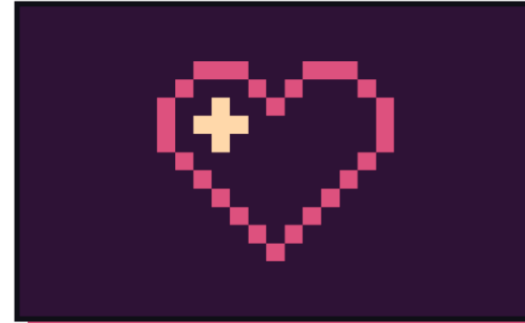
In-house: Run it with compliance



6 TRAIN REVIEW

Firms: Juniors at quality gates

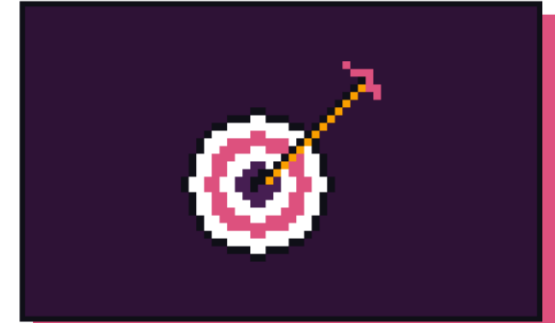
In-house: Same, for contract work



7 PROTECT THE GAIN

Firms: Price output by outcome

In-house: Saved time goes to higher-value work



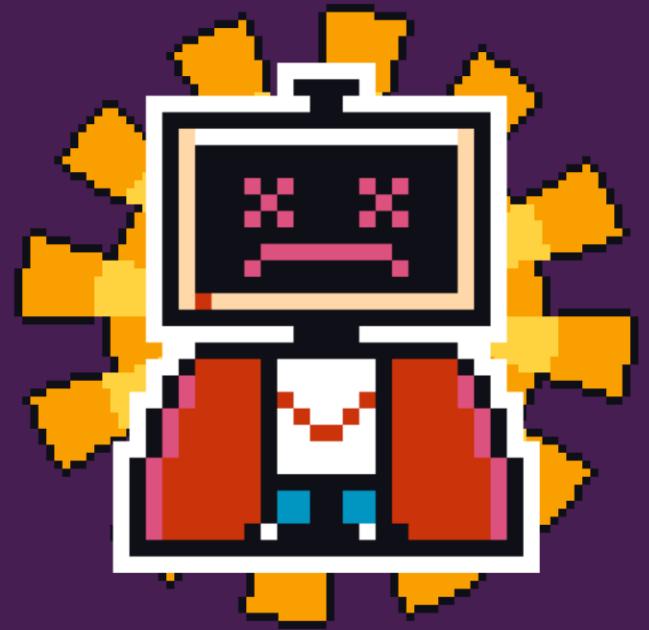
8 MEASURE IT

Firms: In appraisals and surveys

In-house: Report it to the CFO

THE TOOL WAS
ALWAYS THE EASY
PART.

Spend 80% on the people. Culture does the
rest.



K.O.

THANK YOU

Alexander Irschenberger

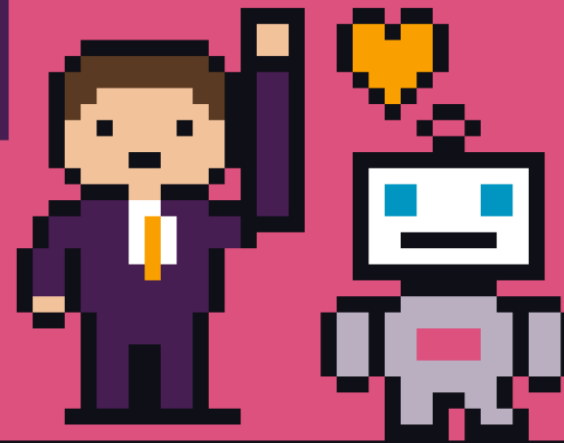
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