

Is Your Firm Ready for AI, Or Just Ready to Write the Check?

Co-authored by **Lawrence T. Gresser**, Co-Founder & Managing Partner,
and **Pere Puig Folch**, Chief Innovation Officer, Cohen & Gresser

There is one question that just about every law firm is grappling with right now: If you deployed a best-in-class AI platform tomorrow, would it actually work?

Not in the demo. In practice. On your matters, within your organization, leveraging your data, inside your processes.

For most law firms, the honest answer is no. And that's not because AI is overhyped, although some of it definitely is.

The problem is that the tools are getting better faster than the foundations that are needed to support them. The result is impressive technology producing underwhelming results, followed by the conclusion that AI "isn't ready yet." But the real issue is that the firm isn't ready.

We have been thinking carefully about this at Cohen & Gresser, and we have developed a framework we call "building the road before you buy the Ferrari." The idea is simple: introducing fast technology into slow, unstructured processes along with unreliable data does not create efficiency. It creates an expensive and intrusive bottleneck.

Many firms right now make one of two mistakes: They either rush to deploy AI platforms before their data and workflows can support them, or they wait indefinitely for the perfect moment, which of course will not announce itself. Neither of these mistakes represents a clear strategy.

The path we are pursuing is essentially a third option: active infrastructure preparation now, platform deployment when the foundation is ready. That means three specific initiatives:

- Cleaning up and consolidating all of our data in a structured, accessible repository.
- Standardizing workflows so that AI can speed up and optimize consistent processes rather than causing inconsistent ones that create bottlenecks.
- Embedding technologists directly in legal teams and in every critical operational function (billing, collections, marketing, etc.), not in IT, so the tools being built actually reflect how the firm's work gets done.



We have been thinking carefully about this at Cohen & Gresser, and we have developed a framework we call **"building the road before you buy the Ferrari."**

AI is unlikely to transform the legal industry overnight. It will follow the same pattern as every other major technology shift in professional services: gradual change in real time, dramatic transformation in retrospect. The firms that benefit most will likely not be the ones with the most tools deployed today. They will be the ones that build the strongest foundations.

There is much more to the strategy, including why Cohen & Gresser's staffing model turns AI disruption into a structural advantage. To learn more about our approach, download our full e-book, including a seven-point checklist for law firm leaders who want to get this right.

DOWNLOAD THE FULL E-BOOK:

Building the Road First: A Practitioner's Guide to AI in the Law Firm

DOWNLOAD NOW

LAWRENCE T. GRESSER IS CO-FOUNDER AND
MANAGING PARTNER OF COHEN & GRESSER.

PERE PUIG FOLCH IS THE FIRM'S CHIEF INNOVATION OFFICER.