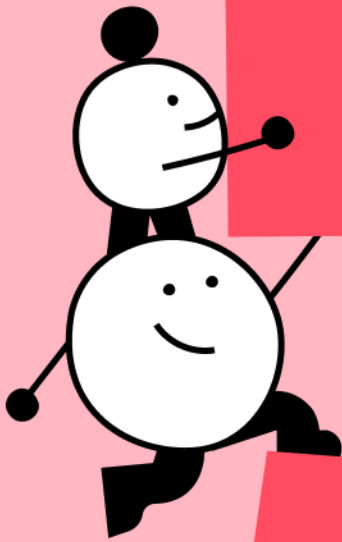


# The Bundle



**Juro**

**June 2023**

**The latest need-to-knows for scaleup lawyers**

Scaleup GC and Legal Innovators highlights

Navigating the world of generative AI

# In this issue

## And the Product Of The Year Award goes to ... Juro!

3

Teresa Popoola, Community & Events Manager, Juro

## Behind closed doors: highlights from this year's legal events

### Scaleup GC 2023: takeaways from year two of our annual conference

6

### Legal Innovators 2023: five lessons from Juro's fireside chat with Funnel

13

## Getting to yes faster: contract negotiation hacks

### Different ways to negotiate your contracts

18

### Top tips on negotiation

24

Laura Frederick, Founder, How to Contract

## Navigating the world of generative AI

### Top tips for your generative AI policy

29

Emma Haywood, Director and Principal Consultant, Bloomworks Legal

### How lawyers can enable the business with generative AI

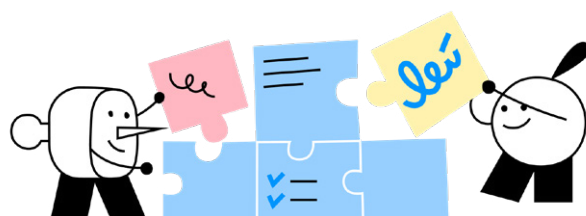
31

Richard Mabey, CEO and founder, Juro

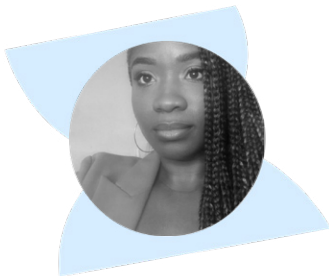
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The findings conveyed and views expressed in this report are the authors' own and not those of their employers, nor those of Juro.  
Sanaa Siddiqui edits the Bundle. Contact the team at [community@juro.com](mailto:community@juro.com) for more information.

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# And the Product Of The Year Award goes to ... Juro!



**Teresa Popoola** is  
the Community & Events  
Manager at Juro.

It's been a whirlwind couple of weeks.

**Wednesday, May 24th:** we hosted our second in-person conference – Scaleup GC 2023. We had a lineup of 22 speakers, and 200 attendees from 20 countries.

A huge thank you to everyone who attended; it was great to see months of preparation come together so well. We go through the highlights from the conference in this issue.

**Friday, May 26th:** Juro won Product Of The Year at the 2023 ALM Law.com International Legal Innovation awards. This was an incredible achievement that wouldn't be possible without the Juro team, or the customers that drive us to innovate every day.

**Wednesday, June 7th:** we sent team Juro across the world to attend Legal Innovators California, the conference hosted by Artificial Lawyer and Cosmonauts. Keep reading for highlights from the fireside chat we hosted, with Funnel's US Head of Legal, where we discussed how legal can enable sales.

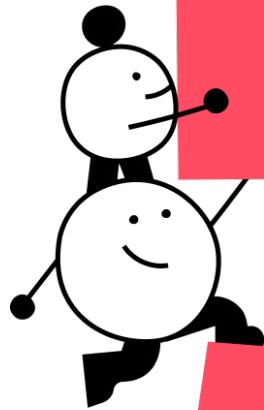
Anything that can help sales get to yes faster is a win, especially in this current climate. I hope the insights in this issue give you fresh ideas on how to empower your sales team.

Finally, would it be content in 2023 if we didn't talk about generative AI?! Keep reading for top tips for your AI policy, and how to enable the business with generative AI.

I hope you enjoy this issue.

PS: we're planning our second contracts-related event later in the year, and of course it's called **Draft Punk 2: Harder, Better, Faster, Stronger**. Stay tuned! 🎧

# Join in-house legal's growth community.



Being an in-house lawyer is hard enough. Don't do it alone.



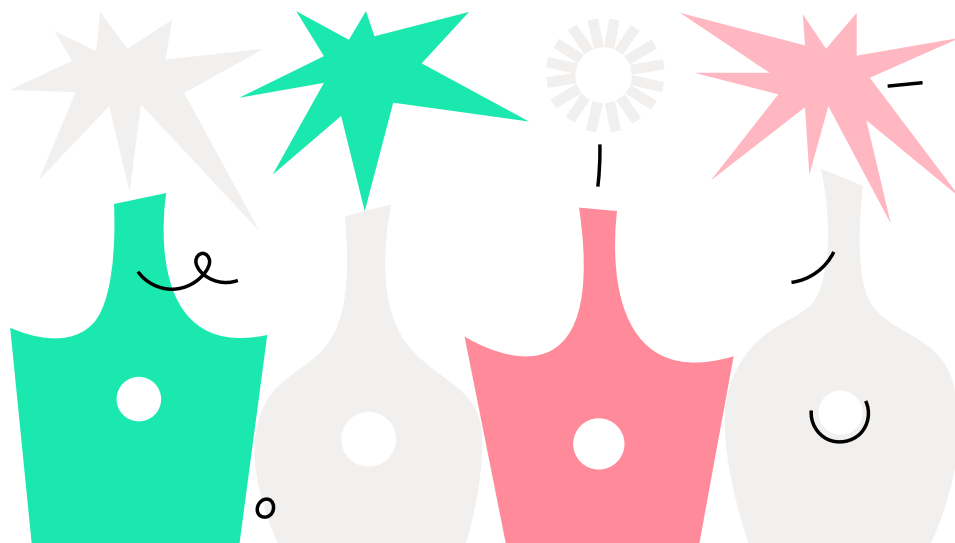
Join our private community of 900+ in-house lawyers at scaling companies.  
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If you're an in-house lawyer or legal operations professional, this community is for you – just visit [juro.com/community](https://juro.com/community) to get started.



# Behind closed doors: highlights from this year's legal events

In-house lawyers have had a busy few weeks, with top-tier events taking place across the world. In this section, we cover the highlights from the second year of our annual conference, Scaleup GC 2023, and team Juro's trip to Legal Innovators California.



# Scaleup GC 2023: takeaways from year two of our annual conference

*This year's conference, Scaleup GC 2023, was bigger and better than ever – with 250 attendees and 22 speakers, discussing everything from generative AI to enabling the C-suite. What were the highlights?*



*Juro's CEO Richard Mabey kicks off the conference*

The theme of this year's conference was 'becoming next-gen lawyers' – exploring how lawyers can improve collaboration, streamline communication, and maximize adoption of new technologies to enable the business.

Businesses have navigated twists and turns over the past few years, in the form of a pandemic, war, inflation, bank collapses, technological disruption and much more.

With so much uncertainty, it makes sense that legal's role has evolved at a high-growth business – no longer are lawyers simply seen as risk mitigators. Instead, they are strategic leaders.

Here are the key takeaways from the conference.

**"Getting the point across is important, but equally as important is how you get that point across"**

## **Legal as a function of 'how' instead of 'no'**

Our first session of the day was on how legal teams can drive value through economic uncertainty, enabling C-suite leaders.

We had a star-studded lineup of speakers on our panel: Christian Owens (Executive Chairman, Paddle), Sabrina Castiglione (COO, Pento), Husayn Kassai (CEO & Founder, Quench), and Sonya Iovieno, Head of Venture & Growth Banking at SVB UK.

The key takeaway for lawyers from this session is that legal should become a function of 'how' instead of 'no' – explaining how things can be done, and offering alternative solutions, instead of shutting down ideas entirely.

This also comes down to how lawyers communicate with those outside of legal:

- Articulating the problem, the solution, the risks and rewards in plain English
- Making crystal clear the absolute no-gos
- Offering a full-picture of all the risks involved rather than tackling them one by one – a time-crunched C-suite leader doesn't want to play risk 'whack a mole'

Getting the point across is important, but equally as important is how you get that point across. Members also had the opportunity to see strong communication skills in action, in a workshop hosted by comms expert, Renn Vara.

## **Communication 101 with Renn Vara**

Communicating complex legal matters to colleagues and internal clients can be tricky – but our Scaleup GC attendees were treated to an interactive communications workshop with Renn Vara, co-founder of SNP Communications.

**"In the space of one project, lawyers can transform from risk mitigators, to crisis managers, to business advisors"**

His advice was simple, framed through a series of engaging sessions, in which our GC, Michael Haynes, and Beamery's Associate GC, Nicolette Nowak, were put through their paces trying to pitch an idea or tell a story.



If you're an in-house lawyer trying to convey an idea to your manager, or leadership team, try:

- Framing the answer in the positive, and following up with the risks – 'this sounds great, let's do it. Here are the risks we'll have to address'
- Pushing the conversation to them by asking 'how' or 'what' questions, so you have a solid understanding of the points they find important

- Asking for permission to pitch before you do so
- Framing your ideas in groups of three – the rule of three means that arguments or ideas broken into three sections are far more compelling

It's also important to consider physical presence – eye contact, tone of voice, and body language also speak volumes.

### **'Your support system can get you through anything'**

Wise words from Martin Korman, Partner at Wilson Sonsini. When it comes to 'anything', for most of us, this doesn't include selling Twitter to Elon Musk for \$44bn over the space of a single weekend.



But that's exactly what Martin Korman had to do, and we were thrilled to have him at our conference, sharing his perspective on the deal of the century.

His story of navigating risks, finding ways to communicate professionally with Elon Musk, and handling a transaction that was being live-tweeted to Elon's 142m followers, was inspiring and eye-watering in equal measure.

It captured the ever-evolving nature of an in-house lawyer's role – in the space of one project, lawyers can transform from risk mitigators, to crisis managers, to business advisors.

It's amazing what lawyers can achieve with the right support network.

We had a great time listening to Martin's story and learning about his time at Twitter.

## No contract playbook? No problem

Contract playbooks can help legal teams set a standard for contracts being agreed and managed in the business.

But if you don't yet have a contract playbook in place, don't sweat – contract management tools like Juro make it easier than ever.

The Juro team explained how all-in-one contract management can help busy legal teams facilitate a contract playbook in an excellent session at the conference.

Through a contracts platform, legal can:

- Incorporate the playbook into structured workflows, instead of leaving playbooks in isolation in tools like Notion or Google Drive
- Enable the business to agree contracts faster, without having to get involved every time
- Use data to inform decisions in the playbook – for example, if 90 per cent of deals accept the fallback clause, legal may want to streamline negotiations by making it the default
- Hold themselves accountable through trackable KPIs
- Adopt a product team mindset, which can help them get feedback on the playbook, iterate, and turn 'good' into 'great'

Our contract playbook session was in such high demand that we're planning another virtual session for members soon – keep up to date with all the latest on our [events page](#).



Want to learn more about how Juro can help with your contract process? [Get in touch](#).



## Making in-house legal less lonely



There's no better way to conclude an event than with drinks in the sunshine, and it was great to see members spending time getting to know each other.

The feedback from the event was heartwarming, and it was so lovely to hear that members who had flown in from France, Germany, South Africa, and Sweden left feeling like the journey was worthwhile.



We'll be planning ahead for next year's conference – but not before our upcoming contracts event, Draft Punk. As it's the second time we're hosting this event, it makes sense to call it Draft Punk 2: Harder, Better, Faster, Stronger. More info coming soon.



When it comes to sourcing speakers and hosting the best events for you, we'll do everything we can to make your recommendations a reality – so if there's anything you'd like to see at our 2024 conference, let us know, and we'll pull out all the stops to make it happen.



Thanks again to all our attendees, and our co-hosts, Wilson Sonsini and SVB UK. We had an amazing time, and hope you all did too. 🙏



# Legal Innovators 2023: five lessons from Juro's fireside chat with Funnel

*The Juro team really enjoyed its time across the pond at Legal Innovators California, hosted by Artificial Lawyer and Cosmonauts.*

Our highlight was the fireside chat between Juro's Product Manager, Jeremy Huitson, and Funnel's US Head of Legal, Kate Montgomery.

The pair discussed Kate's experience joining the lean legal team; how Juro helped legal enable sales and other teams in the business; and the factors that demonstrated the value of contract management.

Here are our five takeaways from the fireside chat.

## **1. In a scaling business, legal needs to be approachable**

It's not easy being part of a lean team, supporting a business that doesn't grow in proportion to your function. The legal team at Funnel consists of five lawyers – two in the USA and three in Sweden – supporting a business of 300+ globally.

"Our time is split between reactive and strategic work. 50 per cent of our day is being reactive to what the company needs. This mainly involves supporting sales on contract negotiations," Kate said.

"The other 50 per cent of the day is working on large legal projects, like privacy, compliance, HR updates or product initiatives."

When you're helping the business scale, while also navigating risk, it's important for legal to be as approachable as possible. Kate and her team have:

- An open #legal channel in Slack, where anyone can drop a question

**"With Juro, we have actual control over the contracts we send out ... I was also impressed that there was widespread adoption of Juro"**



**Kate Montgomery,**  
Head of Legal US,  
Funnel

**"We've set up fallback clauses in Juro to empower sales to self-serve during negotiation. Juro also allows us to control what sales can change in the contract"**

- Office hours twice a week, so colleagues can ask questions in person

This ensures the line of communication between legal and the business remains open.

## **2. Juro helps legal stay in control**

Kate had previous experience with various off-the-shelf contract platforms, but found there wasn't a tool that could solve all of legal's needs around negotiations.

There was often plenty of work legal had to do to maintain control in the contract process, even with a CLM platform in place.

She soon came to discover that Juro was different: "with Juro, we have actual control over the contracts we send out. I was also super impressed with the workflow Victoria (Sörving, CLO) had built, and the fact that there was widespread adoption of Juro in the company."

After joining the business and using Juro, she felt this was a CLM platform she could actually work with. Juro's template feature placed legal back in the driver's seat, giving the team control over the contracts used by the business.

The automation also helped legal stay on top of growing workloads, as Kate explained: "two of our lawyers were on parental leave, but because of this automated process, we were able to absorb their day-to-day work and stay on track with contracts in play."

## **3. Enabling sales can be make-or-break for legal teams**

Enabling sales to self-serve was a huge priority for Funnel's legal team, and one of the key methods for accomplishing this was through a contract management platform that integrated with their tech stack.

By automating the creation, approval and signing process through HubSpot, Slack, Zapier and Juro, Funnel was able to empower the sales team to close deals faster.

"We've set up fallback clauses in Juro, for payment terms for example, to empower sales teams to self-serve during negotiation. Juro also allows us to control what sales can change in the contract – certain fields are editable, while others require legal approval."

This allowed sales to get hands-on with contracts, removing legal from the process. And the value of enabling sales is evident – the legal team used to touch **100 per cent** of all contracts before Juro. Now, they only get involved with **12 per cent** of contracts.

#### 4. Tracking data can help legal demonstrate value

Data can sometimes be a point of contention for legal teams - as a service-based function, it can be tricky to track data that measures success.

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How did Funnel's legal team reduce legal contract reviews by 88 per cent and enable sales to self-serve on contracts in the systems they use every day? Answer: Juro.

[Read the full case study here.](#)

#### Juro + Funnel case study: reducing contract review by 88 per cent

"

Sales rank Juro as one of their top tools they can't work without



Victoria Sörving  
CLO @ Funnel

**"It was essential that our contracts platform integrated with our tech stack ... The amount of time we've saved on these integrations has been invaluable"**

Funnel's legal team demonstrates their value by integrating Juro with Google's business intelligence platform, Looker, so data from contracts is visible to the wider business. This data can then be used to improve bottlenecks in the process.

For example, legal can identify the terms in contracts that get negotiated more than others, and suggest improvements to either change the terms, or draft them in a better way.

This helps legal demonstrate the value of the function in quantifiable terms.

## **5. Implementing a contracts platform? Earlier = better**

"We're benefiting from having adopted this tool really early on in Funnel's life."

Since implementing Juro in 2020, Funnel's headcount has doubled. Having a contracts platform in place during the earlier stages of the business was a game-changer; colleagues were in the habit of using Juro.

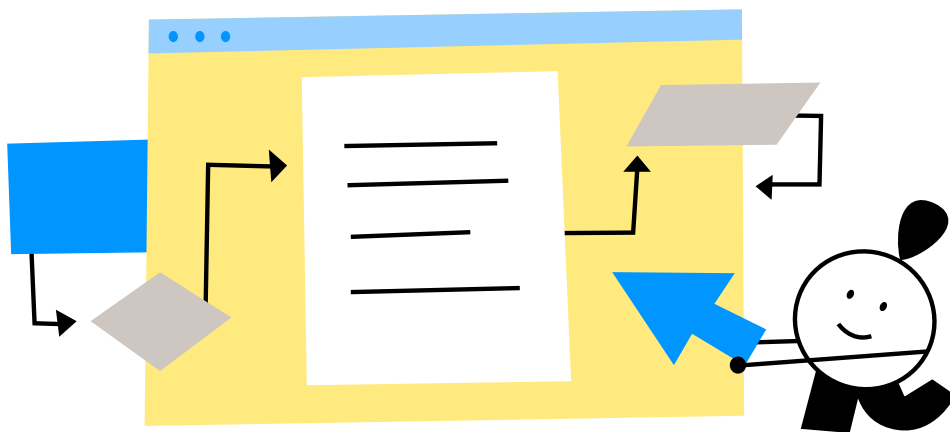
Changing the business' ways of working at a later stage would have been incredibly difficult – this way, Juro could scale with Funnel.

Juro's integrations also played a huge role in this decision to implement and adopt early, according to Kate:

"Everyone works in Slack, so it was essential that our contracts platform integrated with our tech stack, so we don't have to worry about using several different systems. The amount of time we've saved on these integrations has been invaluable." ☺

# Getting to yes faster: contract negotiation hacks

We'll never be able to avoid contract negotiation entirely – but we can definitely make it faster, smoother and fit for the modern business. We explore how negotiations play out in different platforms, like Word, Google Docs, and Juro. Plus Laura Frederick, contract negotiation guru and founder of How to Contract, shares her top tips.



# Different ways to negotiate

*If you do decide to negotiate a contract, there are several systems to help you do so. Which one is right for you?*

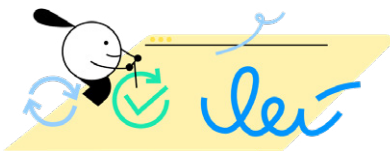
Here's a look at how to negotiate contracts in Word, Google Docs, and Juro.

## Negotiating in Word

Before the modern era, negotiators wrote revision requests and comments in red ink on paper. In the 1990s, MS Word and email allowed negotiators to swap their red pens for digital contract redlines.

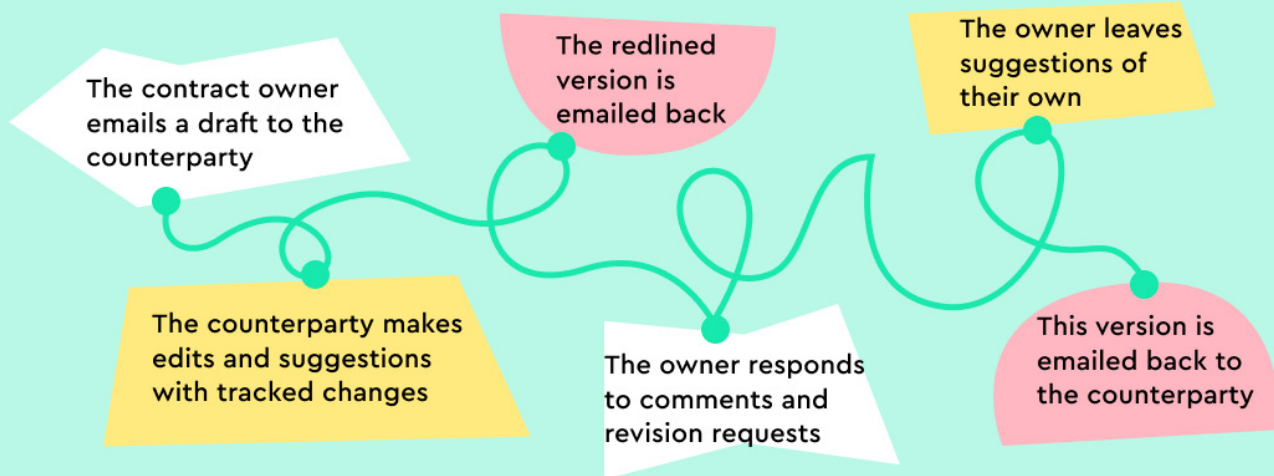
In a process that continues to this day:

- The contract owner emails a contract draft to the counterparty as a Word document
- The counterparty makes edits with tracked changes
- They then email the redlined version back to the contract owner
- The owner responds to the counterparty's comments and revision requests
- The owner may also leave their own suggestions and edits. This happens in a separate version of the contract
- This copy is then sent to the counterparty once again



Want to learn more  
about how to negotiate  
in Microsoft Word?  
Check out our [deep dive](#).

## Negotiation workflow in Word:



*The negotiation process through Word*

This back-and-forth negotiation process can drag on for weeks, or even months, particularly when dealing with complex contracts.

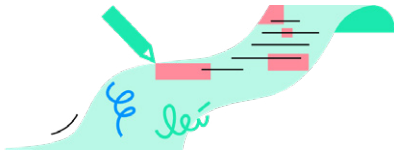
In these instances, it becomes almost impossible to track the various versions and determine who made each revision, and why.

This lack of control and contract visibility can drive companies into unfavorable agreements that later cost thousands of dollars in contract value leakage and missed opportunities.

### Negotiating in Google Docs

Google Docs offers some improvement compared to contract negotiations in Word by improving visibility and allowing real-time collaboration.

It works in a similar way to Microsoft Word in that users suggest edits to the contract itself. These edits can then be either accepted or rejected by the contract owner.



Want to learn more about how to negotiate in Google Docs? Check out our [deep dive](#).

However, the biggest difference is that this process can remain in one place since Google Docs users can invite individuals to review and edit a document in real time using their email addresses.

However, in doing this, Google Docs allows counterparties to watch your team's internal dialogue play out live in the comments. This makes it impossible to discuss certain propositions privately without moving to a different platform or creating yet another version of a contract.

You must also share access to your company's cloud storage and, as with MS Word and email, you'll need a separate electronic signature tool to get contracts signed.

Negotiating contracts in Google Docs still creates a lot of friction for parties as they'll continue to jump between tools and move their contracts between platforms to get them over the line.

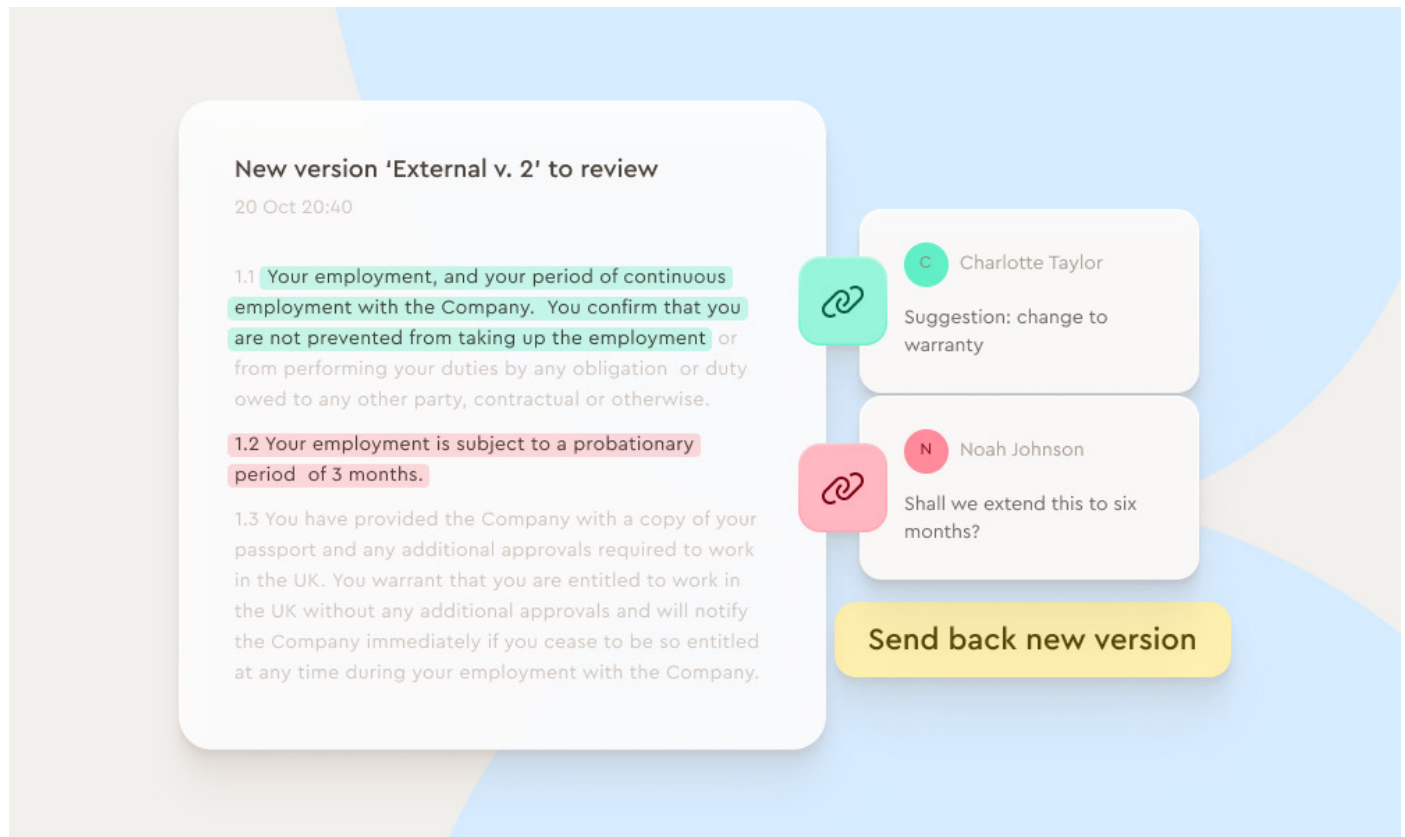
## Negotiating in Juro

Businesses can negotiate their contracts more effectively by streamlining the negotiation process and enabling individuals to collaborate in one platform, in real-time.

This is typically achieved through contract negotiation software, or a collaborative contract management platform like Juro.

With Juro's negotiation flow, parties can collaborate to suggest and make changes to a contract before adding signatures.



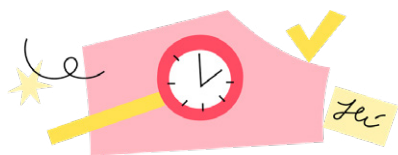


*The negotiation workflow in Juro. [Get in touch](#) to find out more*

There are two main ways to send a contract for negotiation and signing in Juro:

- **Adding reviewers by inserting their email address.** This will send them a draft copy of the contract via email for them to redline and negotiate
- **Copying and sharing a personal signing link.** This will enable users to access the draft copy of the contract through the URL shared. This is ideal if you don't know who the signatory is yet as you don't have to send it to an individual's email address

The biggest advantage of using Juro's contract negotiation workflow is that counterparties can make suggestions and comments in the contract that are instantly visible to your internal teams.



How did implementing an award-winning contracts platform save Paddle's legal team **three and a half hours per contract?**

[Find out in our case study.](#)

Parties can make suggestions directly in the contract by editing the text to add, remove or change certain parts of it. Each of these suggestions can then be approved or rejected by the contract owner.

Alternatively, parties can add comments to the contract. Users can mention counterparties to direct individual requests and questions to them and drag and drop these comments to the portion of the contract they want the comment attached to.

These comments can be replied to in comment threads and marked as resolved once the parties negotiate and reach an agreement.

Juro users can also add internal comments, which means the comments won't be visible to counterparties working on the contract.

This can be achieved by toggling between internal and external versions of the contract, providing the privacy required to discuss changes without moving into a separate tool.

Juro also offers the functionality businesses need to view and track the individual changes made to a contract using negotiation audit trails.

These audit trails capture every time a counterparty views and edits a contract, giving you complete, real-time visibility into contract negotiations. 🕒



# All-in-one contract management

Empower your business with Juro's collaborative, flexible platform for creating, agreeing and managing contracts.



< Back

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Master Service Agreement



This Master Services Agreement, together with any related order form or statement of work ("SOW") constitute "the Agreement". All terms and conditions previously agreed between the parties, either in writing or orally, will be replaced by this Agreement.

Prepare signing request

Signatories

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Charlotte Taylor

1 rule

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Noah Johnson

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Approvers

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# Top tips on negotiation



**Laura Frederick** is the  
Founder of How To Contract.

*Contract negotiations don't always run smoothly. What can you do to make it easier for yourself and the counterparty?*

Contract drafting and negotiations expert, Laura Frederick, runs through frequently asked questions around negotiations, from in-house lawyers at scaling businesses.

These questions came from a three-part masterclass with Laura Frederick, which Juro ran exclusively for members of **our community** of in-house lawyers and legal operations teams.

The sessions covered contract playbooks, negotiation techniques, and a Q&A on how small companies can hold their own in-contract negotiations against big corporate players.

Here's our selection of the best headscratchers, with Laura's insightful responses.

**Q: 'We need limited liability across the board' – have you ever had any success in pushing back against this, and explaining why this request is unreasonable?**

The problem is thinking you can explain why it's unreasonable. The lawyers for these large corporations hear it from every single counterparty, but they're still taking that position.

Having a different mindset for these negotiations is key; this isn't about convincing them – they've heard every argument you're going to make. This is about inspiring them to see your perspective, using emotional intelligence to make your point, and trying to find techniques to help them accept those changes.

When responding to this, legal can ask: *"are there changes you've previously approved to the limit of liability provisions that might also work here?"*

This might be a situation where you need to hold out and

**"Treating the lawyer like a person and showing kindness goes a long way. We get used to demonizing these big company lawyers because it feels like they're against us"**

walk away. You may say: "my executive team can't agree to this liability. we can't put the company at risk for one deal." But don't say that statement if it's not true. Because most scaleups will close the deal regardless.

**Q: How would you approach situations where your scaleup only has the ability to negotiate if you buy the most expensive plan?**

This situation offers two choices.

1. If you agree to pay more in order to get the right to negotiate, you have less money, but you can better manage your risk.
2. If you choose to keep your rate and not negotiate, you have more money but more risk.

Which of these options do you want to take?

In my mind, that's not legal's decision to make, but instead something you should raise with your business team. We support the business on these deals but for most companies, it's ultimately their decision.

If the business is looking to you to make a decision, or you're in a joint role that places this under your responsibilities, then you've got to evaluate the risk, by using the 'formula' LIKELIHOOD x IMPACT.

Look at the kinds of changes you're going to receive, crunch the numbers, and think – is the increase in price worth the risk you're going to take on by negotiating?

**Q: What's one thing that smaller players often forget or don't leverage enough?**

The human element – treating the lawyer like a person and showing kindness goes a long way.

We get used to demonizing these big company lawyers

**"Don't take the blunt force option. Find subtle ways to make your point and persuade the counterparty"**

because it feels like they're against us. And we're taking that emotion and responding with it, but the reality is they're just doing their jobs.

Kindness for these big company lawyers will go a long way. It is such an easy thing to do – it doesn't cost anything. And the lack of kindness can have negative impacts, including slowing the deal down and leading to the counterparty's lawyer avoiding you and your company.

**Q: If you know that a big vendor is stonewalling you when reviewing T&Cs, would you skip that negotiation stage? And if so, how do you define your limits?**

Economic business evaluation is important – what intelligence do you have? They say they won't negotiate, but do they actually?

This is where I rally my team to help me understand the patterns and practices of the counterparty. I ask my team to reach out to their counterparties at the big vendor to see if they can gain some insight into this.

In a lot of cases, we'll receive back some ideas about what changes they might make.

**Q: Do you recommend documenting the risks you've had with a particular contract, and if so, how?**

I am fine documenting facts, but I generally avoid documenting a deal's legal risk. First, it will be speculative. We just don't know.

There's also a risk to acknowledging a specific risk and accepting it anyway. If by some chance you're facing litigation or dispute down the line, that document can become a risk in and of itself.

**Q: What advice would you give a scrappy startup negotiating against a large company, where the startup is unable to make any progress on the counterparty's form agreement?**

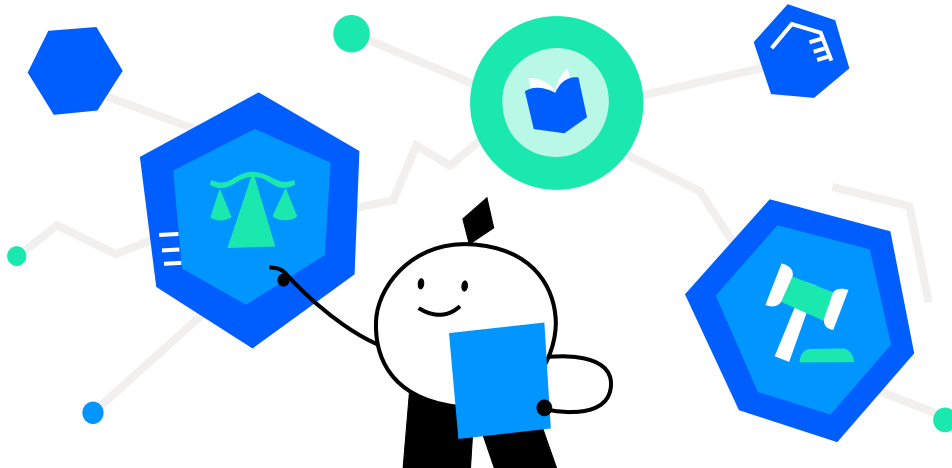
Don't take the blunt force option. Find subtle ways to make your point and persuade the counterparty.

Use all your best EQ techniques, your "never split the difference" strategy. Become a great negotiator by recognising that this isn't about industry-standards and fairness – this is about how to convince the counterparty that agreeing to your terms is in their best interest.

It's a different scenario, so go into it with a different mindset. 😊

# Navigating the world of generative AI

How should lawyers embrace generative AI, whilst also mitigating risk for the wider business? Emma Haywood, Director and Principle Consultant of Bloomworks Legal, and Richard Mabey, CEO of Juro, share their insights.





# Top tips for your generative AI policy



**Emma Haywood** is Director and Principal Consultant at Bloomworks Legal.

*Many organizations are scrambling to create internal policies to guide employees on acceptable use of AI-enabled tools.*

In-house legal teams are likely to find themselves at the forefront of this effort. Here are a few top tips to help legal create a policy that balances risk against opportunity.

## **1. Think creatively: do you really need a formal policy?**

For some businesses, it just won't make sense to labour over a formal policy that will end up being relegated to a forgotten corner of the company intranet.

As the generative AI landscape evolves, you might choose to focus on building knowledge through internal blog posts or training.

You might review and update existing company policies to explain how they apply to generative AI. Use your knowledge of the business to figure out what might work.

## **2. Get the right people involved**

Whether you choose to create a policy or take a less formal approach, ensure you have the right people around the table.

A generative AI working group can help bring together expertise from different areas of the business.

At minimum, this should include legal, information security, technology and privacy, plus any other business areas that you expect to make use of generative AI, like marketing or product.

Use the group to identify use cases, review and approve policies, assess risk, inform operational decisions and escalate strategic issues.

**"As recent cautionary tales show, gaps in knowledge can be a ticking time bomb when it comes to generative AI"**

### **3. Start with why**

If you do decide to write a policy, explain the purpose of the policy in a straightforward and positive way.

Unless your company has opted for a complete ban, you might want to clarify that the policy is intended to encourage safe and risk-informed experimentation with generative AI.

Another approach is to build your policy around a set of key principles and begin by explaining how those principles protect the business.

### **4. Explain key concepts**

As recent cautionary tales show, gaps in knowledge can be a ticking time bomb when it comes to generative AI.

Engineers at an electronics manufacturer who pasted lines of code and meeting notes into ChatGPT clearly didn't understand how to identify confidential or proprietary information, let alone how to protect it.

A New York lawyer who used ChatGPT to write a court filing referencing fabricated cases admitted that he thought ChatGPT was a search engine.

If you're drafting a policy, you may need to go back to first principles and explain how ChatGPT works, how to identify confidential information, and what is meant by intellectual property.

Without this baseline knowledge, it's impossible for employees to assess risk.

### **The changing nature of generative AI**

With multiple new developments every day, the pace of change in the world of generative AI is eye-watering. However well written your policy might be, your first version is unlikely to stand the test of time. Be prepared to revisit and update it at appropriate intervals. ☺

# How lawyers can enable the business in the world of generative AI



**Richard Mabey** is the CEO and co-founder of Juro.

*Generative AI has huge potential to change the way people work.*

Large language models (LLMs) can be used to accomplish a variety of tasks that would previously be completed by knowledge workers.

For in-house lawyers, our customers at Juro, there are many positive applications of generative AI.

Think about how contract clauses get written, how contracts get negotiated, or how complex contracts get simplified.

These day-to-day tasks were once tailored each time by a human but can now be executed 10x faster with a lawyer supervising careful prompts in an AI-enabled tool.

In-house lawyers will play a special role in the overall roll-out of generative AI; they're in the business of risk and the use of LLMs poses significant risks across the enterprise.

In-house lawyers need to experiment with their own use of generative AI, and also get a firm handle on how to mitigate the risks.

## 1. Privacy

The first risk to navigate is privacy. It's easy to imagine an employee uploading an employment contract into a chatbot and asking for a summary of its contents in bullet points, for example.

The personal data from that contract has gone somewhere - but where? And how is that data being used? Has the employee given express permission for the platform to use that data or on what basis is their data being processed?

**"Lawyers need to control the risks but at the same time, a blanket ban could also lead to adverse business results"**

If businesses rely on third-party vendors, there's a possibility of pushing personal data to other areas, which would be illegal under GDPR and the equivalent regulation.

They must investigate deeply the compliance credentials of vendors, map the data, and reach a clear view on the risks before proceeding. This requires a strong level of knowledge around what is actually happening when generative AI is being used.

Privacy is a hotbed of risk, and lawyers need to make sure they're on top of the concerns.

## **2. Confidentiality**

Confidentiality is understandably a huge concern for legal teams trying to get a handle on generative AI. To generate new content, generative AI must be fed data. Is that data business-critical? Is it sensitive? How is it being used?

One employee may be using AI-enabled tools to write generic copy for emails or documentation – no red flags.

But another employee may upload the company's entire UX feedback database into the platform and prompt for key themes – this is a problem, and could lead to a breach in confidentiality, even if no personal data is involved.

There's a huge amount of risk in not training employees on how to use generative AI platforms.

Legal teams are rightly scrambling to draft up policies and set guardrails.

Of course lawyers need to control the risks but at the same time, a blanket ban (like Apple has put on ChatGPT) could also lead to adverse business results. A balanced approach is needed.

**"It's easy to discuss risks from the sidelines, but getting in the weeds of how generative AI actually works will give lawyers a significant advantage"**

### **3. Intellectual property**

The generative AI capabilities of Photoshop are mind-blowing. Take an image of a castle on top of a hill and ask Photoshop to instead position the castle in the middle of a lake.

Not only will it do that instantly, but it will also include a reflection of the castle in the lake – an indication that generative AI understands both the ask and the context.

These capabilities should be a dream for graphic designers. But for lawyers, it can be a nightmare. Who owns the castle in the lake? Is it OpenAI, the person doing the prompting, or the AI itself?

In these frontier cases, in-house legal teams must get ahead of the issues and advise teams accordingly.

This is especially important in a fast-moving market where folks are minded to try things out and the lines between what is AI-generated and what isn't are not clearly defined.

Regulation will change in this area and lawyers will need to be front-footed to adapt working practices.

### **Becoming a prompt engineer**

It's easy to discuss the risks from the sidelines, but getting in the weeds of how generative AI actually works will give lawyers a significant advantage over those that remain inactive.

The trick is to learn how the prompts work – everyone needs to adopt the role of prompt engineer to make the most of generative AI.

If you prompt an AI platform with "write me an article on how lawyers are going to be affected by generative AI", chances are, the end result won't be great.

If you then add further prompts, and more detail to your query, you can shape the request like a ball of clay – for example, asking for the article to focus on US-based lawyers, setting a word count, simplifying the language, and so on.

**"The trick is to learn how prompts work - everyone needs to adopt the role of prompt engineer to make the most of generative AI"**

By the end, you'd have an article that likely needs a final edit from a human, but 80 per cent of the work is done, in half the time.

### **The best way to start using generative AI? Take the plunge**

When it comes to getting involved with generative AI, Google released a stack of **fundamental courses on Google Cloud** for structured training,

I find the 'Nike approach' is the best way to get started: just do it! To date, every AI sceptic I've spoken to has not actually tried it for themselves.

Getting started may feel like the hardest part – but once you do, it's easy to keep going and incorporate generative AI into your ways of working. It also gives you empathy with the teams who are themselves using it.

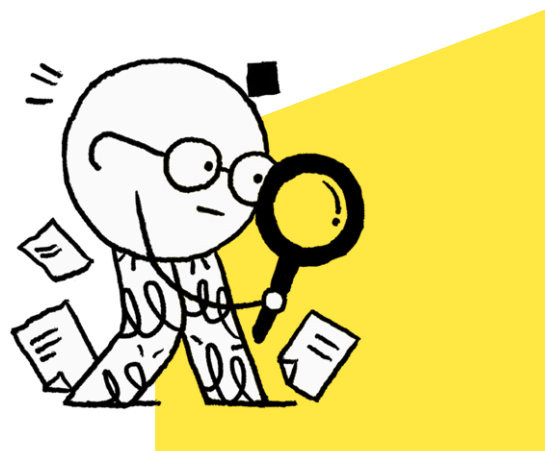
Soon you'll have the requisite expertise in the technology to be effective in advising on the risks – which is what good business enablement in this area should look like. ☺

# 64%

of respondents say their businesses are **using or are planning to use** generative AI in its operations



Based on a survey of 105 in-house lawyers.  
Find out more in the **2023 Tech GC report**



**Juro** is the all-in-one contract automation platform that helps visionary legal counsel and the teams they enable to agree and manage contracts in one unified workspace. Juro has raised more than \$31m in venture funding from Eight Roads, Union Square Ventures, Point Nine Capital, Seedcamp and the founders of Wise, Gumtree and Indeed. Juro powers more than 500,000 contracts in more than 120 countries, with a customer base that includes Trustpilot, SoundCloud, WeWork and Deliveroo.

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