

Pioneers and Pathfinders: David Cowen Returns (This transcript was generated through AI technology.)

Zeynep Ersin: Welcome to Pioneers and Pathfinders, Seyfarth's podcast about the people and ideas reshaping the legal industry.

Kevin Young: I'm Kevin Young, an employment litigator and counselor, and I've spent my career putting new tools and ideas to work in client service and helping colleagues and clients to do the same.

Zeynep Ersin: And I'm Zeynep Ersin. I lead innovation and design thinking at Seyfarth, focusing on reimagining how legal services are built, delivered, and experienced.

Kevin Young: Each episode, we sit down with someone on the front lines of legal innovation to unpack what they're doing and what it means for where our industry is headed.

Zeynep Ersin: We'll keep it fresh, we'll keep it fun, and we'll keep it to 30 minutes. Let's jump in.

Today on Pioneers and Pathfinders, we're joined by David Cowen, founder of the Cowen Group and SOLID. David brings together innovators across legal, technology, and business to help shape conversations around leadership, talent, and the future of the profession.

Kevin Young: In this episode, we'll explore the skills that matter most in an AI-driven world, how legal professionals can think strategically about their AI dividend, and David's ideas for conceptualizing career growth as a jungle gym, rather than a ladder. We're excited, so let's get into it.

Zeynep Ersin: Hello, David. Welcome.

David Cowen: Hi, how are you? Thank you so much for having me on the show again.

Kevin Young: Yeah, great to have you, David. Thanks for joining us. We know you're a busy man and got a lot going on. We're thrilled to have you on.

Zeynep Ersin: So I'm happy to kind of jump right in, David. We have a couple questions and we can see where the conversation leads us. But to get us started, I'm always so blown away and impressed with your breadth of network and connections and ability to really thoughtfully connect individuals who you think should talk to each other based on their specific background, role, career trajectory. So would love to hear a little bit about what drew you to becoming a connector in this capacity within the legal industry.

David Cowen: It's a great question and it really goes back to one of my first career—my first real career—which was staffing and recruiting. I was placing administrative assistants and support staff. I was in commercial. It was a high volume business and I would interview 10 candidates a day, 50 candidates a week, 200 candidates a month, in

search of that right candidate for my clients in banking, brokerage, financial services, legal. I had the fashion and cosmetics companies, Uptown, the financial company. And you had to figure out, like very, very quickly, you had to figure out where people fit. And so I just happened to have a really good sense of asking good questions and figuring—I never even looked at their resumes. I would have a sense of where people would fit. And that's just—that kind of volume and that kind of transactional business for 20 years. I did staffing and recruiting for 20 years, starting with admins, moving into IT, moving into e-discovery, and then found myself really in the legal space and have been in the legal space and legal technology for the last 20 years. And so connecting is just something that I love to do. I'm good at it and I love to do it.

Kevin Young: David, hearing about your path and how varied it's been and where you've been to get where you are now, I'm reminded—I think you coined the phrase that a career is a jungle gym, not a ladder. I think that's you, and I've used it. How's that way of thinking, how's that philosophy shaped your own journey as you think back?

David Cowen: What I love about the jungle gym metaphor is that a ladder just goes up and down, but on a jungle gym, you can see through it. You can see what's happening on the other side. You can see 360 degrees. And so what I love about that jungle gym and the reason I think it works for me and for others is that you can see through the next steps around and what other people are doing. And again, back to staffing and recruiting. When I was in staffing and recruiting, people wouldn't necessarily see two or three steps around the corner. And on that jungle gym, you can do that. I think that's really important to be able to see what happens after what happens next in your career. And very often you don't wanna do the thing that you have to do. I haven't always wanted to do what I'm doing, but you have to get to next. Middle school, high school, college, post-graduate, first-year associate. Who wants to be a first-year associate? But here's the payoff and here's what comes around the corner. And so if you can have fun with that, you can wear that loosely. If you can wear the challenge of your career or your life loosely, then it's like a jungle gym, and it becomes just more fun. So I love the symbolism of—it's fun. You can see the other people on it. You can emulate who you want to be, go up, down, sideways. So it kind of works for a lot of reasons. When you use it, Kevin, has it worked for you? Does it resonate with people when you share it?

Kevin Young: I think it does. I use it both certainly with associates who I mentor and work with here in our hallways, and also with my class at UGA Law. And for me at least, I think it's especially apt—I think you had coined it well before the generative AI craze, but I think especially now, I think it's a useful way of thinking about a career arc, the idea that there are different skills that you can use, you can think about to upskill yourself, different paths you can think about as being potentially successful. And especially at a time now where I think, to my class especially, you know, I tell them, for every article you read that says, well, what's going to happen to first years and first year work, you could find as many, I think, wealth of articles about new jobs that will come online that wouldn't have even been thought about five years ago. And I think that will continue to happen. And so I think the idea of getting away from a perfect ladder that goes rung by rung straight up, and instead having this kind of ecosystem of moves you can make and directions you can go in, to me feels very apt for the time. I think the role of the forward

deployed engineer is a great example of that. Like who graduated with a JD in the last three to five years that thought that they would be qualified or that they would be a forward deployed engineer? What is that? How does that work? But when you look at Harvey and Legora and Ivo and a host of others, that's exactly who they're hiring. JDs that understand the process, understand the workflow, understand what and why, and now how can we layer AI into that and design and develop and architect solutions based on a workflow, because attorneys and JDs understand why we're doing this. Here's the why. Whether they've done a lot of it or not done a lot of it, whether they've got one year or 30 years, they understand why we're doing this and then can work with the tools and the technology and the tech guys. It's a very interesting—again, talking about a jungle gym, I mean, it takes a team now to put these workflows together, deconstruct and reconstruct. So I think that's just one example of what you're talking about.

Zeynep Ersin: Absolutely. Yeah. I think too, and David, of course, having also had a similar background in legal recruiting, for me, I think it's nice to hear that story. And it's been an evolution, I would say, 'cause I know you've talked about not even looking at resumes and having conversations with people to really understand what they were interested in and their skillset. And I think that that mirrors what we're seeing in addition. Of course you need your JD, of course you need to have kind of the technical understanding, but the conversation—and I think the need has evolved for a lot of these other skills like critical thinking, problem solving, curiosity, entrepreneurship, creativity. I think that more and more the way that the legal landscape has evolved, so have these skills, as well as then these opportunities where now roles are evolving that can blend some of these skillsets in new and different ways that we haven't seen, which I think makes it particularly exciting and certainly emphasizes the jungle gym of which I definitely was on in my career trajectory—it was by no means a ladder, it went left, right, center, up. So yeah, I think it's a really cool time.

Kevin Young: Yeah, you mentioned creativity and curiosity. I worked with a coach a number of years ago by the name of Bruce Kasanoff. And Bruce taught me there's really only a core four set of skills that you need to have to be successful. The core four are curiosity, adaptability, resourcefulness, and grit. You put those four together—now, very few people have like all four out of 10. But if you think about yourself, like I'm radically curious and I'm very gritty. I've had to work on my adaptability. I haven't always been adaptable. I haven't always been flexible. When I was young, I thought I knew everything like many other people did. I had to work on adaptability, but I've worked on that, but I've always been creative. I've had three of the four and worked on the fourth. When you think about your own self, if you're listening, what have you got? What do you need to work on? Curiosity, I think, is the first and foremost. If you're curious and have some grit, you can move forward very easily in this new economy, this new environment. If you don't have the curiosity though, that's going to be a real problem. If you don't have a history of curiosity, it's going to be a real blocker for you. You've got to hook on to someone who has it and be their support.

Zeynep Ersin: David, I know you've been around day after day, surrounded by incredibly innovative minds within the legal industry. But from what you've seen, being around people who are at the forefront of innovation and industry, do you think those

four—are they trainable, or are they teachable, or are they kind of like you have it or you don't?

David Cowen: Everybody's got two of the four. I think you have two of the four. Curiosity is tough. There needs to be a triggering event. You can have a triggering event that says the following. So if you don't have one of those, if you're not curious, you can have a triggering event that says I'm sick and tired of being sick and tired. I'm sick and tired and sick and tired of like being left behind or being in the middle or not getting through, and I'm gonna do whatever I have to do. And you can find a mentor or sponsor or a coach, or you can do it online now. And you can find that curiosity if you're willing to go to any lengths. So with curiosity, you're either unwilling or unable. And I don't think anybody's unable. I think you might be unwilling and you can find that willingness, you know, through, you know, necessity is the mother of invention, if you will. So I think it's a great question. I mean, so yes, they're teachable, they're coachable, but you have to want it. You can't make somebody else want it.

Zeynep Ersin: I think there's also a component of self-awareness that comes into play to be able to take a look and understand truly where there might be opportunity to move the needle. And I think that that's oftentimes one of the hardest things to really lean into because it's difficult to be, I think, objective in a way when you're looking at yourself. And some are great at it just innately, but I think that there's a self-awareness component that kind of underpins a lot of one's ability to train themselves or identify where they want to focus their energy in terms of their own evolution with developing.

David Cowen: Well, you're unwrapping the complexity of it because if you're adaptable, you're going to take your friend or your colleague's coaching where you would come to me and say, David, let me just give you some feedback here. And you can either accept or reject that feedback, but if you're always rejecting the feedback, then people are gonna stop giving you that feedback and now you're stuck in a loop. So now you're in this spiral and the circus in your head. But if you're adaptable or willing to be adaptable, then you can get out of that and take the coaching. And if you're curious, then you probably don't have that self-awareness 'cause you're like really curious and you've read five books on it. And if you're really curious, you've read 10 books and four YouTube and taken two classes and going to four seminars. And like there's nothing like a Tony Robbins workshop to get the cobwebs out.

Kevin Young: I value curiosity probably as much as anything and probably above everything, in the attorneys I work with and the candidates we evaluate. I mean, there are other traits that matter. Grittiness matters at a time, but to me, curiosity nowadays is just premium. It's got to have it, I think, to be successful as we move forward. And I don't know if you would agree with this, but I think it's a close cousin of humility in a way.

Zeynep Ersin: I think that it is. I think it feels so connected to humility in the sense that being curious as a lawyer means that you're willing to accept that, on the things that you do like every day, right? Like I come to work and I'm paid to do this job. There are still things worth knowing that I don't know about, which is curiosity. But to me, it's also a level of humility that feels very important right now. If you say, look, you're gonna have

to accept that there are gonna be new and better ways to do that thing you've done for 30 years or for 20 years.

David Cowen: Well, the fact that you're even talking about humility says so much about you because you're clearly the kind of leader that people want to follow as opposed to the kind of leader that people have to follow, right? Just the fact that you're even considering it in this frame says—and I know Z's like, of course I wanna follow her because she has such humility. And I mean, I call them yummy leaders. I just wanna be with you. What are we doing? What are we doing next? Okay, let's go.

Zeynep Ersin: David, and I know that obviously given the work that you do through SOLID and the folks that you talk to on a regular basis, we talked about these skill sets, these attributes, but what does that look like in today's legal environment? What does that look like for a successful innovative leader? How does that manifest now that we're two, three years into this full-blown generative AI journey? What are some things that are indicative of a successful innovative leader?

David Cowen: I think they're sandboxing all the time. You know, they're sandboxing all the time. They're working with Claude, they're working with Copilot, they're working with ChatGPT, they're building and vibe coding off the side of their desk. They're coming into the office enthused and enthusing and encouraging and empowering and inspiring others. Having said that, if you talk to Megan Ma and Roland Vogl out at Stanford, when you talk to the deans at Vanderbilt, the University of Pennsylvania, Missouri and elsewhere, they'll tell you that they're working on simulations for attorneys now. So we say, how are we gonna train the future? How are we gonna train the future? How are we gonna train the present? We're gonna simulate mergers and acquisitions and negotiations and litigations. And it's like, if you could simulate a case three times, five times, 10 times—dial up the judge, dial down the aggression of the judge, dial up the litigator on the other side, dial up your aggression. If you dial up all of these things, just like they do with pilots before they ever get into a Boeing aircraft or a major jet airliner, you have hundreds of hours in a simulator. So what if we could do that? And to your point, Kevin—I didn't think of this—dial up and dial down the humility and prove to the attorney or the power professional, prove to them that the humility, if you had a little more humility, you would have had a much better outcome. Simulate that before you ever walk into the negotiation, your boss's office. I think that's gonna be a fascinating training tool going forward.

Zeynep Ersin: That connects to something I recently explored in an article that I wrote for Thomson Reuters related to kind of this “feedback paradox”. I think people can sometimes be more comfortable receiving feedback from generative AI than they are from actually another person. And with that, I think AI can help someone review work for potential gaps and test assumptions or even consider alternative scenarios before taking the time to seek human guidance. What's important is that it could happen and should happen within appropriate, you know, confidentiality, security, and guardrails that we want to have in place.

David Cowen: I think that's really interesting. So what I heard you say is that my outside counsel is going to be even better than they are today. They were great and now they're even better because they're able to accept this feedback, take this feedback, incorporate the feedback and that's going to improve judgment. They're going to be better judges of and better litigators of and negotiators of fill in the blank. I think that's really interesting. I hadn't heard that before.

Zeynep Ersin: Exactly. One example I can think of is, you know, maybe a junior associate using an approved firm tool for an initial review before sharing their work with a supervising attorney. So that doesn't replace the attorney's review or the developmental conversation. It actually can help the associate identify specific questions, test the analysis, and arrive better prepared to have a more proactive dialogue around the deliverable. And bearing in mind, of course, that AI feedback's not necessarily always going to be accurate or sufficiently informed by context. So, as per usual, the human judgment is essential. So, I think the value is creating additional opportunities for reflection between the human conversations and not necessarily substituting them.

David Cowen: You're making me think of what we've talked about for a little while now, at least for the last year. Dorothy Copeland from Salesforce brought this up originally. She calls it—and we call it now—the AI dividend. What are you gonna do with your AI dividend? So if you take a look at your 10 hour day, and you say three hours of this could be automated. Like a squirrel could do it, right? So if a squirrel can do it, that can be automated, off it goes. What do I do with those three hours? If I could have a conversation with Kevin about this case I'm working on, that's gonna be much better for the case, much better for me, much better for my relationship with Kevin. Like that judgment and that experiential knowledge that we can share with each other, whether we're equals or Kevin's five years senior and I'm two years, whatever that would be. That's the AI dividend in action, which is judgment. For example, we had a client that called us the other day and we had a problem and there was—there's just no way in the world our client was gonna be able to hire this particular candidate. It was one of those kinds of situations. And she said, we don't get hired to give third year associate answers. We get hired to pick up the telephone and see who we know and see how we can work through the problem. And within less than a day, we'd made two phone calls to two people that we knew on the board and we negotiated a deal and negotiated them out of his contract. And there's no AI that's gonna give you that answer. There's no way I'm just going to do that work. And that's experiential knowledge, connections, relationships. Who do you know? When are you going to make that phone call to who and work it through? I thought that was really very nuanced, very in-depth and really powerful comment that she made. Like, that's right. That's how it works.

Kevin Young: For me as a practicing lawyer within the firm, I'm seeing that kind of premium being message straight from our clients as directly as this. Like I have more and more instances week after week now where our clients who have access to the same tools that we do, right? They have Copilot. Some of them have Harvey, Legora, whatever the case may be, are sending overdrafts that say, look, we got this question, we assembled some facts, we ran it through Harvey and here's what we came up with.

What do you think? And a question like that, legitimately, I'll say, 'cause recently—as in March—felt a little bit uncomfortable, just six months ago, where you're saying, look, I don't know exactly what was put into it. I don't know exactly how they got to where they got to, but they're asking me to review it. I don't wanna say it's become every day, but more and more common. And I think, I don't know if you've heard this also, but to me it emphasizes, hey, we value your judgment on this. Like, yes, we've cut out some of the time that goes into assembling this—you know, putting the summary together, whatever the case may be—but we're sending it to you for the judgment call.

David Cowen: I think that you're tapping into "here's what happens after what happens next," or "here's what's happening. Here is what's happening next." Ready? I'm gonna do this work and then I'm gonna reach up and have a call with my outside counsel, but I'm not gonna have two hours of discussion about the mundane. I'm going to start at hour three. And by the way, that doesn't mean that I'm not gonna have another two hours of conversation, but the two hours that I'm buying is starting at hour three and going to four and five instead of starting at hour one and only getting to three. And then let me get back to my thinking. So Dorothy Deng did a talk at SOLID—I think it was SOLID San Francisco earlier—and she talks about that all the time. She goes, I start with AI, whatever her platform of choice is, and then I call my outside counsel. And then we have a conversation for an hour or an hour and a half about this, and we get much further into the case, into the strategy, into the options, into the case itself. And then my outside counsel winds up sharing with me like, by the way, did you know? And we wind up on another matter that we never had time to address before. So based on the conversations I'm having and what you just said, I reject that hours are going away.

Kevin Young: David, you talked about the AI dividend. I wanna lean into that a little bit. So just quickly—I mean, I've heard you talk about it before, but can you put a little bit of definition around it? I know what it is because I've heard you talk on it, but what is it and where are legal organizations seeing it now from what you're seeing, what you're hearing?

David Cowen: So the AI dividend, the way I think of it is, it's capability, it's capacity, it's growth. You know, your AI dividend is productivity to begin with. These are things that are now more efficient and more effective. You know, the time savings in the beginning. So I've got time savings in the beginning. And that leads to new capabilities, which are like the things that I could never do before, right? I couldn't write this well. I couldn't write this much. I wasn't this prolific. I couldn't think out loud together. So this is a new capability that I have, which then leads to growth. So what do you do with the dividend? If you have this time savings, what do you do with it? Do you reinvest it and just do more of the same? Or do you do more of something else? I've chosen to do more of something else, which is more writing and more creative ideation with my AI. I happen to use ChatGPT and Claude. And so now all of a sudden I'm finding myself in a growth stage where we're growing things that didn't exist before. We're doing surveys that we couldn't do before 'cause I didn't have time to think about doing surveys. We're doing market landscapes, which I couldn't do before. So the dividend is: first it's a time savings, then it's a capability, a magic power, it's like a superpower. I can't believe I could do this. I could never do this before, which leads to growth. And I think that's

where you're gonna find—I completely reject that big law is in trouble. I completely reject this because I think there's so much more work. It's going to be becoming available. I think there's just gonna be an expansion of the demand for legal services. And I think the work that big law provides, the intelligence, the intellectual horsepower—I think that that is not to be found anywhere else except, all right, that's a little extreme, anywhere else, but that's found in big law. That's where big law is. AI is not gonna solve the regulatory issues in Washington. Big law is gonna do that. Seyfarth partners are gonna do that. Big law partners are gonna do that. It's gonna come to you to figure out the unfigurable and the unknown. So this is all unknown. So the whole thing about big law shrinking—absolutely reject that. I think there'll be all kinds of AI-first and AI-enabled firms that come up and take on work. And that is gonna be Jevons paradox, which is if you lower the price on some things, there's gonna be more demand for it. I think it's an amazing time to go to law school and join Seyfarth.

Kevin Young: I practice an adversarial practice. I do employment litigation. And I know what we've seen and what we're seeing firsthand is that, look, everyone has the same technology. So a major plaintiff's firm that's based in Florida that works nationwide announced yesterday a billion dollar investment in their generative AI technology, the backbone of a plaintiff's firm. We see employees who want to bring lawsuits sending much better crafted, more detailed complaints up the chain to HR and beyond that might ultimately get to us much more honed in, much more aware of where they could take a complaint. They could file with this agency or with this—in this court or wherever the case may be. So in a way, it absolutely does feel like everyone's got the same technology or some level of it and it just—I don't want to say creates more problems, but it creates more of a need, right? It's a need and then what's kind of infiltrating our plates—just growth. You know, it expands even if what we might do with it can shrink in a way. So yes, exactly.

David Cowen: I'll see you and raise you one, which is—so SpaceX at a trillion dollars. I don't think we're going to do that with AI, right? I don't think we're going to outsource that to my desktop AI. Anthropic going public at \$2 trillion. I don't think we're going to let the AI take care. I think we're going to go to our best outside counsel, the best brains we have. I think that's more complex than ever. So we can just go down the line to Micron and Nvidia and a thousand other companies that don't even exist yet, but will and will all be worth, you know, 1 billion, 2 billion, 3 billion, 5 billion, 100 billion. Look at the value of Harvey. What is Harvey up to now? 15 billion?

Zeynep Ersin: I agree with that progression from efficiency to capability growth. I would actually add that the AI dividend will not look the same for every law firm, company, team, or individual. We should absolutely examine efficiency, but we should also ask whether AI is improving quality, strengthening judgment, expanding capabilities, or just allowing us to approach how we work differently and I think we're really just in the beginning of trying to understand the different ways that that value can show up and be measured moving forward.

David Cowen: I had to think about it. I thought about that and I'm like, okay, what am I going to do with my AI dividend? I needed to be mindful of it. That's frivolous, right? Like

if somebody gave you a million dollars, what would you do with it? You just wouldn't spend it. You'd say, what are you gonna do with it? How are you gonna distribute this dividend? But you need to be mindful of your choices of what do you wanna do with this dividend because it's going to grow or not, depending on where your curiosity is. Kevin, as you said before, I think it's important to recognize you're getting a dividend and you should treasure it. With great dividends comes great responsibility. I don't know. That's not exactly a bumper sticker. But I do think there's an opportunity to say, what do you wanna do with this? So here's your life wheel and where do you wanna put this dividend?

Zeynep Ersin: The dividend is also probably going to continue to evolve, you know. And at first we're perhaps thinking about it as, you know, time saved and therefore reallocated to something else. But the more important question is how the capacity is truly reinvested. And I think that's gonna depend on an individual's skills and curiosity, and frankly, the changing demands of the work, the organization for which. They work for the expectations that are set forth around that. And I think it does, in some sense, give professionals greater agency to be able to focus their time on more strategic opportunities like deeper analysis, collaboration, client strategy, and truly where the work embraces human judgment to add the greatest value.

David Cowen: Yes, you're bringing up agency now. You're really going like, what do you wanna do with your dividend? It gives you agency over your time. What do you wanna do with that? And if you're mindful of it now, it's really like investing. It's like investing as a kid. You got your allowance and you invested some of it and you spent some on candy or baseball cards or whatever it is you did, but you learn slowly but surely how to manage your money. This dividend is your money and the more you know about it, the more expert you are, and the more expert you are, I think the more you're gonna be tapped by Kevin and by you and by executive leadership saying, well, you know about this, would you like to join this task force? And the next thing you know, doors are gonna open, you're gonna find sponsors, you're gonna become a mentor. And before you know it in three to five years, if you're mindful of this, you'll be the mentor to others or the leader or the creator in your space. And that to me is freedom—to close on this is like, why do I care? I care because the more agency I have, the more freedom I have. And I like freedom. I like the freedom to choose what I wanna do and how I wanna do it within reason. Obviously, we all have responsibilities, but I like freedom to make choices. And I think that AI does, if you embrace it and you're curious about it and put your time in, it's gonna wind up giving you more choice, not less choice, with what you wanna do, when you wanna do it, how you wanna do it, and most importantly, who you wanna do it with. We're gonna see who the winners are. Like there are no winners yet, right? It's a long-term game and eventually it's no winners really, but you get to pick and choose where you wanna take your career right now. It's a really good time to be in this space, especially over the next three to five years—who you wanna spend your time with, who you wanna bring your talents to.

Zeynep Ersin: David, through SOLID, the cafes, the summits and think tanks, you spend an extraordinary amount of time listening to founders, investors, operators, and

other types of leaders at the forefront of legal innovation. What conversations are you hearing today that you believe will shape the legal industry over the next several years?

David Cowen: We understand prompts and working with AI, and some of us and many of us understand what it is to have an agent. You know, we're building skills in Copilot or chat. And so we've built some agents or maybe it's more sophisticated than that, but we're getting into a stage now where it's gonna be multi-agent player. So let's say that the three of us, you know, are all on a team. Our agents are going to be intertwined with each other. They're gonna know each other. Whatever one agent knows, the other agents will know. So when I go to my agent, I'm like, I've got an idea on this particular case. It will already know, Kevin, what you've said. So it's gonna be more informed. So there's like—some people are calling them digital twins. Some people are calling them multi-agent player. Some people are calling it a company brain, but I can't even fathom that yet, but that's what's coming towards us.

Kevin Young: So that's interesting. I certainly can't wait for that to happen on my team.

David Cowen: With all of these people that I talk to, 80% of them have an attitude of incredible optimism and enthusiasm. I think that when I talk to funders, founders, innovators, mavericks, you can just feel their enthusiasm and their optimism, and they are just never discouraged, which is encouraging to me because I'm like, sometimes my head spins from the rate of change. I just learned this and now it's almost obsolete. They just keep going and I'm going along with them. So my takeaway on all of that is surround yourself with people that have a positive attitude and an enthusiasm and an excitement for this, 'cause there are days where you'll be a little bit down or feel a little bit less than. Not like an imposter—I didn't say that—but a little less than. So surround yourself with people that are optimistic, informed optimists, and incredibly enthusiastic and indefatigable.

Zeynep Ersin: David, any books you'd recommend right now for someone who's interested in what we've been talking about?

David Cowen: Well, Pattern Breakers by Mike Maples, which is about living in the future. And it's just a terrifically, really good read. I'm reading right now, We Are As Gods by Peter Diamandis, which is about where we are, where we're going, how we're getting there, the world of abundance and how abundant this is. And it's a very positive take. And then I just started Tillman's book, Law in the Era of AI: Clients, Firms, and the Future of the Legal Industry. So Tillman's got this great reputation like Susskind, but with a slightly different take. So he's Susskind-esque, he's also European, and so Law in the Era of AI came highly recommended to me. I'm just about to crack it.

Zeynep Ersin: Awesome. David, thank you so much for joining us today. As always, it's been an absolute pleasure being here with you, talking with you. And we really appreciate your time and all of your thoughtful insights and perspectives.

Kevin Young: We really appreciate it, David.

David Cowen: Fantastic. See you guys in New York. Thank you so much.

Zeynep Ersin: Thanks for spending time with us today on Pioneers and Pathfinders. I'm Zeynep Ersin.

Kevin Young: And I'm Kevin Young. We'll see you next time.