

Pioneers and Pathfinders: Dennis Garcia

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Steve Poor

This week, we host Dennis Garcia, someone who has been a leader at the intersection of law, technology, and business for over 25 years. He is currently Assistant General Counsel at Microsoft, where he leads the legal support function for the Microsoft Americas Strategic Customer Pursuit, Partner Solutions, and Sales Enablement & Operations teams—among many other responsibilities. Dennis' journey into tech law began during law school, where he had the opportunity to support in-house counsel at IBM. That early exposure sparked a lasting interest in the intersection of legal practice and innovation. After graduating, he was hired by IBM for a full-time position, negotiating licensing and sale agreements. Dennis then served as counsel at Accenture, advising the Communications & High Tech and Financial Services Market Units.

Today, Dennis shares stories from his early days at IBM, and how he developed his skills as a deal lawyer at Accenture. He also discusses the different ways he has been using Copilot in his work, as well as the ethical considerations of using generative AI in legal practice.

Dennis, it's great to see you. It's been a minute since we've seen each other.

Dennis Garcia

Yeah, absolutely. And it's great to see you, Steve. And thank you so much for inviting me on your podcast today. I'm really excited.

Steve Poor

Thanks for making the time. I'm looking forward to the conversation. Let's sort of start by taking the bird's eye view of your career. You've worked for now three technology giants: IBM and Accenture and now Microsoft. And you describe it as operating, I think these are your words at the intersection of law, technology, and business. That wasn't how people described their practices back 30 years ago, or certainly when I came out, which is well more than 30 years ago. Sort of what drew you to this now accepted combination of variables, but certainly when you started that was unusual. What drew you to that? What is it about your background that caused you to operate at this intersection?

Dennis Garcia

That's a great question, and thanks for asking it. I'll say a few things. And I've had a unique legal career in that I've never worked for a law firm. I've always have worked in house for those three technology leaders. And I remember when I was in law school, maybe it was my first or second year of law school, I started to say to myself, well, what do I want to do in my legal career? And of course, this was in the early 90s, and technology wasn't as pervasive as it is nowadays. But, you know, I was living with my parents at that time in Westchester County, New York. That's where I grew up. And one of the big companies at that time, in that era, and sort of in our backyard, was IBM, and I remember in my, I think, my second, beginning of my second year of law school, that there was a job posting to help a blind lawyer in house lawyer at IBM, whose name is Michael Fauci. He needed somebody to help him and

assist him in his work at the IBM corporate headquarters in Armonk, New York. And so I applied for that role in that position. I got it. I needed some extra money being a law student, and I worked maybe four to eight hours a week, helping Michael out. And that experience, and he was an employment lawyer, really opened my eyes to technology and helping a large company like IBM and trying to understand all the work which they were doing to help their customers and partners. And of course, IBM still has a great reputation, but as it was known at that time, just a technology juggernaut, if you will. And I think that really opened my eyes as to, well, what do I want to do in my legal career? And then I applied for a summer internship in the IBM legal department after my second year in law school. And then during my third year in law school, they extended me an opportunity to work for them full time after graduating law school. But I do think it was my experience with Michael and then seeing the work which he did and his legal colleagues in IBM did which really ignited my interest at that point in time, maybe sort of a growing intersection of technology, law and business. And I also remember speaking to my dad at that time, you know, about careers, and he was an executive for a financial services company. And you know, he gave me some great advice and counsel, and he was telling me, Well, Dennis, technology is going to grow more and more. And you know, perhaps you want to align yourself with an organization like IBM, who is doing a great job at advancing technology at that time. So that was my thinking. And I didn't really think that my career would then span all these years working for three large technology companies, but I'm glad it did. And I do really believe, and this is something which we hear from our CEO at Microsoft. His name is Satya Nadella, that everyone is a technology company. Every company is a technology company. Even more so. I mean, technology is playing a bigger role in business, in our personal lives, and so every company, every organization, needs to know how to use technology to their advantage, to better serve their customers, their clients, how to embrace change. And I also do think technology, and we're going to sure talk about this from an AI perspective, technology and AI is going to provide lots of great opportunities for lawyers to better serve their clients, I think, moving forward. And so I think it's a very exciting time, and I'm really excited to have been working for three great technology companies.

Steve Poor

Couple questions, pull on a couple of threads: One, it's interesting that back in the early '90s, most legal departments weren't hiring out of law school. That's an interesting opportunity you had. It sort of speaks to IBM's culture and willingness to deviate from the path, because I would think that was not common even in Armonk, New York.

Dennis Garcia

Yeah, no, especially, it's really not common nowadays. It was not common back then, IBM had a philosophy similar to a lot of law firms that they wanted to recruit and sort of develop and groom their lawyers in the IBM way of thinking, and the IBM legal department, and so many IBM lawyers had a long career in the IBM legal department. IBM also stands for "I've Been Moved," so they moved their lawyers around to different places. They moved me around a little bit. I started in Connecticut, then they moved me to Boulder, Colorado. Then they moved me here to the Chicago area. But yeah, they had a really great training program. I remember, for the younger and junior lawyers, they had some of the more senior lawyers serve as mentors. They had a very senior lawyer who was a managing attorney for IBM, who helped sort of coordinate the experiences for IBM lawyers and how they will get different experiences over a period of time and they move them somewhere else, or they said, "Hey, let's, let's

make sure this person works with this senior lawyer so they can learn from him or her." And so they were very smart and thoughtful and had a really good methodology for building and developing their lawyers, a lot like a law firm, you know, and so to me, it was a highly advanced legal department, and I certainly learned a lot during my five plus years at IBM.

Steve Poor

Yeah, let's pull on that thread a little bit you've got, I mean, three wonderful companies you've worked for. So as you think about it, what experiences stand out in your mind is true, learning moments, learning opportunities for you. I mean, I'm sure all of it is building on top of it, and you're learning from but are there particular moments or particular experiences you had to say that really took me down a different road or really opened my eyes to this or that?

Dennis Garcia

Oh, absolutely. And I'll just start back in time joining IBM. I remember after graduating from law school, Columbia Law School, it was now a long time ago, I think, May 15, 1992, but then I had two weeks off, and then I started for IBM, I think, on June 1. And I was also studying for the bar exam at that time. So I was working half days in the IBM legal department and spending the rest of my time studying for the New York and Connecticut bar exam. But then when I finished that, going to the bar exam cycle and coming back full time to IBM, I was reporting to a general counsel for that division, which I was working for at that time, known as the printing systems division. His name was Chad Copenhaver, and I remember when I came back full time, Chad was like, "Well, that's great. I'm glad you're here full time now. I'm going on vacation for three weeks in Nantucket, and if you need to contact me, here's my number. You can go through my files, sit at my desk." Which was an executive row with all the executives for this IBM printing systems division. And although I was working half the time, I really wasn't working that hard. And I was saying to myself, well, what do I do? And then someone stopped by my office, and they're like, well, Dennis, can you put this contract together? And I'm like, what, you know, I don't know anything about a contract, right? Where do I get these contracts from? And of course, IBM had a repository of contracts I could use, and, you know, I could shape and work. But at an early stage in my career, I felt like there was only two lawyers supporting this \$1 billion division of the IBM printing systems company. And Chad was a great mentor, but he provided me a lot of experience at an early age to do real legal work and to help him out. And he really relied upon me, so I felt like I was thrown into the mix, if you will. But in hindsight, you know, that helped me develop as a lawyer.

Steve Poor

It's one way to learn, isn't it?

Dennis Garcia

Yeah, I mean, but I remember to this day. I mean, he's like, Oh, I'm going to Nantucket. Here's my number. And the last thing I wanted to do was to call the guy when he's on vacation, you know.

Steve Poor

Like you're gonna pick up the phone and call your new boss.

Dennis Garcia

My new boss. I'm like, well, Chad, you know, what are your thoughts on, you know, this provision and the contract so But looking back, I'm glad he had trust in me, or maybe he just wanted to go away on a vacation, because he hadn't been on a vacation for such a long period of time, because he was the only lawyer supporting that division. But I feel like at an early stage in my career, I was given a fair amount of responsibility. About a year or so after that, Chad asked me if I wanted to move to Boulder, Colorado, to serve as his lawyer at the IBM boulder facility. And for a period of time, I was the only IBM lawyer there, and I was working with the IBM printing systems product engineering development teams. And you know, I was still very young. I was only 25 or 26 It was great to live in Boulder, to work in Boulder, but to kind of be like a mini general counsel on site in Boulder for that piece of the IBM printing systems company. And I had the opportunity to develop close relationships with my business clients. I played softball with them, I socialized with them, and, yeah, I learned a lot. It really helped my career. And then when I moved to Accenture, so I was at IBM for five years. Loved working at IBM. They moved me to Chicago. I liked working for IBM in Chicago, helping their sales and services teams and providing legal support to them. But then this interesting opportunity came up to. Work in the Accenture legal department, and I worked at Accenture for nearly five years. And in my experience with Accenture, I think that's the experience where I learned to be a very good deal lawyer, you know, at Accenture, especially at that point in time, Accenture is another large technology company worked on these multi million dollar business process outsourcing agreements. Almost every agreement I worked on was a custom, unique professional services outsourcing agreement. We had some challenging negotiations with our customers and outside counsel I worked with at that time, senior executives at Accenture who were partners in Accenture, and they were sometimes challenging and demanding good clients, but they expected a lot from the Accenture legal department, and so I felt like that's sort of where I learned about how to be a very strong deal lawyer, to understand the business aspects of a deal, to be creative in putting provisions together to be diplomatic, for working, working with outside counsel who were negotiating hard against us, but also knowing when to be firm. You know, with them, you know, on some of our non negotiable terms and conditions, we had a lot of face to face contract negotiations. So I traveled extensively. It was a lot of fun, it was a lot of work, but I felt like that's where I developed in being a very strong, as I said, deal lawyer who I learned at that juncture about the art of smart risk taking, and I think, for an in house lawyer, that skill on how to advise your clients in a very practical, thoughtful way, and to outline the potential risks of certain provisions or certain deals, and how to quantify that and make that easily understood for your clients to be able to digest and help them make a smart decision. That's where I started building my skills, I think in becoming a smart risk taker, and I think that has served me well for the rest of my career, certainly at Microsoft, where we talk a lot about not just smart risk taking, but smarter risk taking, especially in a very competitive environment that we're in.

Steve Poor

One of the throughlines I see in your career. Let's talk about the business part of this intersection of law, technology, and business is you must have had the opportunity to work at all three of the companies, and continuing today at Microsoft, incredibly smart data people, business people, technologists must be fascinating to sort of learn how their minds work, how they're what they're working on, how they're developing technology. It's sort of being able to look into the crystal ball that other people don't get to have the opportunity to do. Do I have that right?

Dennis Garcia

Yeah, no, I think you definitely do have that right. And all the three places I've worked, that's definitely the case. I mean, I remember my days at IBM, working in Boulder, Colorado, supporting the printer engineering team at that time. You know, there are a lot of times I, quite frankly, working with those business clients, I had to slow them down a little bit to say, well, you know, let me understand what you're doing. You need to really understand the business and technical aspects to the best of your knowledge. I mean, I'm not an engineer, but there are a lot of times I had to slow them down and try to understand what they were doing and what they wanted to do with our partners and our customers from a strategic technology level, so that I had a basic understanding, so I could put the right contracts together, or to negotiate appropriate terms, or to advise them on areas in which they should pursue or not pursue the same thing at Accenture. I mean, I dealt with clients who were incredibly smart, and also not just smart from a technology perspective, but they were great sales people, where they had some of the senior partners I worked with at Accenture, had board level relationships with C level folks at Accenture's customers, where they were viewed as trusted advisors to those customers and just senior people. And so sometimes supporting those those partners at Accenture, were a little bit daunting too, because they were so, they were so bright and so intuitive and analytical that, you know, you really had to up your game, basically, and making sure that you're viewed as a trusted, pragmatic legal counsel. There were times where they would push back on me and saying, "Well, Dennis, help me understand why. You know, we shouldn't agree to that provision or help me understand why we're not doing this." And so they really challenged me in a good way, not in a unprofessional or adversarial way. But I felt like that testing kind of helped me grow up and develop as a lawyer. And then, now during my time at Microsoft, I mean, you know, we've gone through my 22 plus years of Microsoft, we've gone through different journeys with technology. When I first joined Microsoft, it was more on premise, you know, software which Microsoft provided to their to their customers, and, you know, the Windows operating system and although and all the various different applications. And then we moved to the cloud world, which was a big, big change and issues. You know, our clients raised to us on data privacy and, you know, data control and cyber security considerations. How can I trust you, Microsoft, with my data, my customers data? We saw this, of course, with a lot of leading law firms, where they were at least initially very apprehensive in moving to the cloud.

Steve Poor

I don't recall that, Dennis. Geez.

Dennis Garcia

Now we're seeing that with artificial intelligence too, right? And so although I do think Microsoft has earned a lot of trust in the cloud space, and that has paved a nice road for us to be able to leverage that trust now in this era of AI, if you will. But it's been really interesting to learn from a lot of leaders on the engineering product group and sales side of Microsoft in terms of this change in journey. And to me, as I look back in my career, and the biggest takeaway I would provide to folks in your audience, is this notion about change and not fearing change and embracing change? The only way, you know, as technology plays a bigger role in our lives, we have to be open to more change, basically. And we have to say to ourselves, well, the stuff and the work and the ways of working which we embraced three or four years ago may not be, you know, suitable for this environment. You know, we need to be open to trying different things, open to building nurturing relationships in a different way with our clients. We

have to show how we're providing really high impact and value to our clients. We're gonna have to show how we're different than AI solutions, right? And how we can use these solutions to help deliver our services, but how the work we do is very different and even more important than what these AI solutions can do. So I think those firms and those companies which embrace change are going to be well suited for the future. If you look at Microsoft as an example. 30 years ago, back in 1995 we were one of the top 10 successful companies, I think, from a revenue perspective. Thirty years now, if you look today, we're the only company which is still there as a top 10 company in revenue and success. And the reason we're still in that top 10 is because we've embraced change, and we've had to make hard decisions at times, and we've been strategic in our thinking, right? And we've had very good, you know, leadership through the Steve Ballmer era, and, of course, now that the Satya Nadella era.

Steve Poor

Yeah, Microsoft is, it must be an interesting environment in which to work, because it's such a forward thinking company and embraces change, in many cases, is driving change, particularly in the technology world, as you look over the landscape, putting Microsoft just as part of the overall landscape. Lawyers are not known for changing easily or simply changing their minds. As you look at events like the pandemic, AI, do you see a more more openness to willing to change the way we do things, whether it's in private practice firms that you're you connect with other companies that you connect with? Have you seen a lowering of that resistance to change?

Dennis Garcia

I have seen lawyers be more open to change, especially over the past five years in the post pandemic environment. I think we all realize, you know, looking back at the pandemic, that we were still able to do most of our jobs on a remote basis because of technology and the rise of technology, and technology has gotten better over the past few years, but at that time, luckily, the technology was still good enough through a Microsoft Teams or a zoom or what have you, that you could do work on a remote basis. And I think a lot of lawyers, a lot of law firm lawyers, a lot of in House lawyers realize, wow, I can still do my work. I can still serve my clients. I don't have to be physically in the workspace, okay, but I can still work on deals, provide legal advice remotely, through my home office, through a Starbucks, through whatever. And the technology is enabling me and providing that infrastructure to do that. And I think by the lawyers experiencing that firsthand, they finally saw the power of technology, you know, in a sort of a real life, actual setting. And so, you know, of course, right at the beginning of the pandemic afterwards, there was a boom right in the technology sort of era, and we saw more spending, you know, for technology in assets and more companies increasing their budgets to acquire more technology. And so I do think the pandemic was a little bit of a wake up call and realization for a lot of lawyers that, all right, we can get through this. I can embrace technology. It can help me change. It can help me still serve my clients and help me do my job. And I think that has translated well now as we're in this era of AI, I do think we're seeing a lot of lawyers. There are a few who are, I think, resisting it, but we're seeing, I think, more and more lawyers, and I speak to a lot of corporate in house legal departments that are customers who are really interested in understanding how can AI, as an example, save me time? How can I use Microsoft Copilot to be more effective and efficient and productive and to really save me time? They really want to understand for myself and my other Microsoft legal teammates, how are we using Microsoft copilot as an example?

Steve Poor

How are you using Microsoft copilot as an example?

Dennis Garcia

I'm happy to share some some examples. I mean, I've been using copilot now for the past year and a half, and it's really the foundational way in which I'm working with my clients. But I use it in a number of different ways. I mean, I think the first thing to realize, of course, is copilot is not a legal, specific AI tool. It's a generalized Gen AI tool, part of Microsoft 365, one of our flagship computing products. And copilot is really a digital assistant which can enable you to get more done. And I'll give you some examples as to how I'm using it. Like, a lot of us as lawyers, sometimes all experience writer's block. You know, we're constantly responding to emails and generating emails each and every day. Just the other day, I've got a newer business client, a senior business leader who wanted to know the basics of US competition law. She's leading our partner group. And of course, when we work with our partners, we need to be careful to make sure we're treating our partners in a equitable and proportionate fashion, we need to comply with the competition laws. So I asked Copilot to put a prompt together for copilot. I asked copilot, "Please put together a short email for a senior Microsoft business executive where you provide me in bullet point format, the basics of us competition law." And copilot provided me with a very nice output. I then asked Copilot to make it a little shorter, because we had to make sure our emails are very crisp and succinct. And it provided me with a great starting point where then I hope I honed and shaped that email a little further, and I was able to provide a really good output to my client, you know, on this, on this matter, and it saved me time. I'm using copilot, so a lot of what my team and I do is we're negotiating contracts with our customers and partners, and of course, we're negotiating and trying to figure out alternative provisions in those contracts. And I will use copilot as sort of a quality assurance check on some new wording which I'm drafting, or if I need, if I receive wording from a lawyer on the other side, I'll ask copilot, well, what's your thoughts on how to make this wording more easily digestible, more specific, more pointed in nature, and I use copilot as an assistant to help me draft and put together provisions in our contracts, alternative provisions. I've been using Copilot to summarize legal opinions and laws which are out there. Sometimes we'll get lengthy memorandums from our outside counsel firms, and I'll ask Copilot to summarize those lengthy memorandums, but copilot very quickly. Copilot will look at what's out there on the internet, of course, and they will look at your own Microsoft generated information, what's called a Microsoft Graph so your Word documents. It will look at your emails, and they look at other emails within Microsoft's people who you're connected with, as well in your legal department. And it could provide you with certain answers to quick answers to certain questions. I've been using Copilot to put together PowerPoint presentations for me at Microsoft, of course, we love PowerPoint, and we have to provide, at times, presentations to senior executives on the business side or as training or to other senior Microsoft legal leaders. And what I'll do is I will put together a detailed outline in Word, a Word document as to what I want to cover, and then I'll ask Copilot to generate PowerPoint slides for me, and by doing that, copilot is using aspects of PowerPoint which I probably would not be using on my own. So PowerPoint's provided me with some nice graphics, some nice images. And it's not a final slide deck, if you will. But it can get me 50 to 60% of the way there, and it can really help you. I have clients of mine, so I have responsibility for providing legal support to our sales people across the Americas. So I have a number of clients of mine who are based in Latin America. They look at my last name, Garcia, and they assume that I speak, you know, fluent Spanish. My Spanish is very mediocre. "Asi, asi," as they will say, and I have clients in Brazil, you

know, who will sending me emails in Portuguese. I don't understand or speak Portuguese, but I get emails in the native languages of my clients, and I'll use Copilot to translate those messages, and then I'll use Copilot to help craft a response in their native language back to them. And so then as I was thinking about it, and this is the beauty of using technology, the more and more you use it, then you could develop, I think, more legal use applications. So then I was saying to myself, well, at Microsoft, we do business across the world. We have lots of different Microsoft contracts that we have to localize in local language for various countries across the world. Maybe we could use Copilot to do some of that local language work, as opposed to providing it to a vendor. Or maybe we can get half of that work done and share it with a vendor, and maybe we're not spending as much money with that vendor right for a final product, I also use copilot as part of our Microsoft Teams meetings. Like a lot of folks, I have back to back to back teams meetings and conference calls. There's a lot of calls I cannot attend in real time, so oftentimes we'll record those conference calls through Microsoft Teams and what's nice about the transcription feature in Copilot is Copilot can give you a readout or transcription or the keynotes from those calls. So, instead of having to listen to a call on demand for an hour, hour and a half, I can simply take a look at that transcription or those notes, or maybe where I'm called out, you know, or mentioned in that call. And so it's saving me time there. But there's a lot of different ways in which you can use copilot, I think, to help save time and to be more productive. And as I said, the more and more I use it, then I find more ways to cover other use cases in using copilot.

Steve Poor

I know that one of your focuses is on the ethical use of AI, and we still see these cases pop up where people are filing briefs with hallucinated cases, made up cases, they haven't checked it, they haven't read it. Does it surprise you that even now, you have lawyers out there who aren't, who don't appear to be doing the most simple things, like reading a case that their particular AI agent cited?

Dennis Garcia

Yes and No. Yes, because this issue has come up time and time again, right? And it's been cited by various states and ethical, legal, ethical bar associations. You know, it's been publicized a number of times, right? So it's interesting that we're seeing the same issue come up time and time again. You think lawyers would have learned by now, but by the same token, you know, you have a lot of lawyers who are trying to figure out maybe an easy way out, you know, maybe to do work to a point, but not to maybe overextend themselves, not to do the real legal work that they really need to do. And, you know, we have a lot of lawyers who are not embracing responsible AI. I mean, the reality is, as we know, with these legal ethical opinions. Lawyers need to understand the benefits of using AI solutions and technologies and also the risks. And they need to understand that you just can't simply cut and paste the output from an AI solution or tool that you have to look at it. You have to analyze it. You have to check it. You have to cross check it. In many respects, I look at these AI solutions and some of the legal AI solutions as a second year law student or maybe even a junior associate. I mean, they could take a stab at doing the work, but you have to check their work. You have to make sure it makes sense for the client. You have to make sure it passes muster from a legal perspective. And lawyers really need to remember to do that. You know, they have this proactive ethical obligation to do that. And you know, we're seeing more and more states issue legal ethical opinions on the use of AI tools. None of them say you can't use it. None of them are saying that, Oh, by using these tools that you're blowing attorney client privilege, but they're all saying that you need to use these tools in a smart and thoughtful

way. You need to conduct appropriate due diligence on your AI solution providers. You need to make sure you can trust them. You need to make sure their contracts have clarity as to how they're protecting and securing your information, your client's information, need to make sure you're conducting appropriate oversight of these providers as well, just like how lawyers have oversight of legal professionals or paralegals, and we're going to see more and more states issue these legal ethics opinions. Think we probably have maybe 789, 10 states so far, but we're going to see more and more states render these opinions. Many of these states have used aspects of the cloud computing Legal Ethics opinions from eight, 910, years ago, and they've built upon those opinions, and some of them are even cite those opinions as part of their AI Legal Ethics opinions. We also know that the American Bar Association rendered their own AI ethics opinion, I believe, last July or August, as part of their annual meeting. So it's good to get some more clarity and guidance from these leading bar associations as to how lawyers should be using these tools in a legal ethical fashion. I also think that when we think about ethics in AI. Obviously there's the legal AI piece of it, which is very important. Then there are more general responsible AI or general ethical practices that we need to keep top of mind. And I know at Microsoft as an example, we have six responsible AI principles and practices that we developed actually before the pandemic and these principles and practices we also infuse into our AI solutions. So those six principles are as follows: The first one is making sure that our AI solutions protect our customers' data and protect privacy. A second one is making sure that our solutions are safe and reliable. A third one is to make sure that we're very transparent regarding our solutions. We need to drive clarity as to what our solutions can do and also its limitations. We also have a fourth principle about equity and fairness. We have a fifth one about inclusivity. You know, we pride ourselves at Microsoft and making sure that our solutions could be accessible and used by everybody across the globe. And then a sixth key principle is this notion about accountability. What are we doing to stand behind our solutions from a responsible AI perspective. I think that framework is a nice framework for customers to use when they're evaluating potential AI solution providers.

Steve Poor

I presume you saw the recent order, think as a district court ordering open AI to maintain their data, even though they claim they were destroying it a certain period of time, which has to raise all kinds of concerns along the principles you're talking about, where you put your data into ChatGPT or whatever their provider is. They say they're good, not going to use it to train or they're not, or they're going to not keep it, and then you've got a federal judge saying, Nope, that's not the way it's got to be. Had to show up on your radar screen. I was curious as your reaction to that.

Dennis Garcia

You know, I have not seen that order. And, you know, I'm not really close to our relationship with, you know, open AI to talk about that. That's not an area which I practice in. As a Microsoft lawyer, I support our sales folks in the field, working with our customers and our partners. But what I will say that from a Microsoft perspective, when you think of Microsoft's AI solutions, and of course, Microsoft's AI solutions are built upon open AI solutions, but I will say this is that we make commitments in our contracts for our Microsoft AI solutions, most notably Microsoft co pilot, that we will not use the data that we have access to to train the underlying foundational models when we make those commitments. But you know, hard for me to speak to. You know what the open AI team is doing and their legal team is doing on that front. But it just, it's a good reminder that as you're a customer out there, and there's a lot of AI solutions,

right, there's a lot of general AI solutions, there is a lot, as we know Steven, a lot of legal AI solutions out there, right? And it's a highly competitive environment, what I tell our customers is make sure you slow down and be thoughtful in your due diligence. There's a lot which I think our customers learn from the cloud computing experience and doing that due diligence, which I think they could take those learnings and apply it here in the AI space. But you need to be careful. You need to be smart. You know, our Microsoft Vice Chair and President. His name is Brad Smith. Brad has led our legal team for a long period of time, and Brad wrote, along with another senior Microsoft leader. Her name is Carol Ann Brown. They wrote a book about five or six years ago called tools and weapons, and it stands for the basic proposition that as technology has advanced, whether it was the rise of the personal computer, or the move to the internet or cloud computing or gaming, or now with AI, there's benefits with advancing technology. You can use it as a tool to help you, but then there's also could be risks, and there could be, it could be weaponized and used against us. And we remember the AI space that you know there could be risks to certain AI tools, and you need to make sure you're being smart and thoughtful in the evaluation of your AI providers. And you really need, and this is where I think it's important for lawyers, going back to The Legal Ethics piece, you may not necessarily be an expert in this, but you still need to understand what are the benefits and the potential risks of using certain technology solutions, AI, and so you got to get deep. You got to skill up in this space.

Steve Poor

No, absolutely. I know we've run over time. I appreciate the conversation. I hope we didn't inconvenience you too much, but thank you very much for joining us. I appreciate it.

Dennis Garcia

This is great, Steven. I really appreciate the opportunity, and I look forward to hearing you speak at another legal event. Hopefully, sometime soon.

Steve Poor

I'm sure there'll be an opportunity. Thank you.

Dennis Garcia

Thank you.

Steve Poor

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