

Pioneers and Pathfinders: Ian Nelson

(This transcript was generated through AI technology.)

Steve Poor

Hi. This is Steve Poor, and you're listening to *Pioneers and Pathfinders*.

Today, we're joined by Ian Nelson, co-founder of Hotshot, a video-based learning platform that helps lawyers pick up essential legal, business, and technology skills in a more modern, practical way. Ian started out as a corporate lawyer who quickly found himself drawn to more innovative approaches to legal work. After being inspired by a firm in the UK, he jumped into something totally new: Practical Law—back when the idea of legal know-how resources was still pretty foreign in the US.

In our conversation, Ian shares what sparked that leap from practicing law to shaping how lawyers learn. We talk about what it was like introducing Practical Law to a skeptical market, how the pandemic reshaped training at Hotshot, and how younger generations are driving change in legal education.

Ian, thanks so much for making the time.

Ian Nelson

I appreciate it. Thank you for the invite. An honor to be here. Longtime fan.

Steve Poor

Thank you. Thank you. I've followed hotshot now ... You're now on your 11th year, something like that. Yep, time flies when you're having fun, doesn't it?

Ian Nelson

Yeah. Sure does. I know everyone is hearing just the audio, but I'm seeing a lot more gray hairs on my head than when we first started. But it's all good.

Steve Poor

You're talking to a guy who has no hair on top of his head, so I'm jealous. I want to talk mostly today about Hotshot and the implications of AI on legal training and what you're seeing in the market. But let's give our listeners a little background about you first. You go to law school, you come out, you start practicing as a corporate attorney, which you practice for something like seven or eight years in a couple of firms. Then jump over to the start of the pro what, what became Practical Law with TR, started as Practical Law company before TR's acquisition. As you look back on your path, and now Hotshot, of course, as you look back on your path, was this what you thought it would look like when you went to law school? Talk to us a little bit about how that's all happened?

Ian Nelson

Well, thanks for the question. I'm not always talking about myself and my path, so I'll do my best here. No, it looks absolutely nothing like what I thought it would be on many, many, many levels. I think that I

love this industry, actually, but I knew from the start that a long term career in a firm wasn't for me. I didn't know what things would look like. I didn't know if I'd stay in the legal industry or what, but I just sort of knew practicing forever wasn't for me. And I think that my very first week at my law firm, I had some interesting experiences that I think shaped things for me. I just remembered in law school, I did well and on Law Review and the whole thing. And then I got to the firm, and it was a great firm with great people, but I was completely and wildly unprepared for it. I remembered the first assignment, and the partner said, "All right, Ian, you are now on a reverse triangular merger, and I need you to fly to the office of the GC on the other side, review all the diligence, and tell us what looks weird."

Steve Poor

I know what those words mean individually, but putting them together, in a sense, I have no idea what to do with that.

Ian Nelson

Exactly. And I thought, Okay, well, I just went through three years of law school. I did pretty well. I'm a reasonably bright guy. I have no idea what this person is talking about or what I'm supposed to do. And by the way, someone's paying for me to not know what I'm doing. It just the whole thing seems odd, and that just stuck with me.

Steve Poor

But normal in this profession, I'm afraid. You're not the only one to have had that experience, I think.

Ian Nelson

Totally, totally normal. So you know, before I go down too far down the rabbit hole from what it all became, no, I didn't foresee any of this at all. I think I just, for whatever reason, have this thing where I'm willing to take big risks and quit very good, high paying jobs and seek out other things, and I have a very understanding spouse and family and friends. So it's been a real adventure.

Steve Poor

That is important, isn't it that that supportive net around you to do the things you've done was you move from practicing to, I'll just generically describe it as building tools for lawyers at Practical Law and now at Hotshot. Was there... That's an interesting leap to me. Was there a particular aha moment, or this moment of inspiration that caused you to make that leap?

Ian Nelson

Definitely, I think a big aha moment was, well, it was that early experience of the first year, but much more concretely, which led me down the path to helping start the US operations of practical law. I think the aha moment was when I was maybe a sixth year, and I was at Kramer Levin, great firm, recently merged with a UK firm. So, my UK and US, the worlds are always colliding. I think the aha moment was when I was about the sixth year, Kramer asked me to go to London for about six months to help form an alliance with this big UK firm and just report back on what the business model was, and sort of kind of like be the ambassador for the firm and understand the market there and see where the opportunities were. So I got plucked from being a regular associate to this sort of interesting businessy role in the UK. And on my very first day in the UK office, they toured me around the firm and showed me the

cafeteria and the photocopy room and all the things. And then they said, and here are the PSLs. This is where they sit. And I said, What's that? And they said, "Oh, this is the professional support lawyers. They do nothing but create resources for the fee earning lawyers, for the billing lawyers, so they have up to date forms and checklists and training materials, and it's just an efficient way to operate." And that absolutely blew my mind. Blew my mind. And then the other aha moment was, I asked the other associates at the firm how many hours they billed so I can get a sense of what my days might be like, because I was also practicing, and they said, "Oh, we don't really know. Some of the day is training and some is biz dev, and we go to lunch with clients and we do some work." You know, it just sounded balanced and interesting. So super "aha" moment. And then I got back to my firm after the stint at Kramer and said, there's this thing called PSLs, and know how and model forms and unbelievable training. I think this was going to be a thing here. Can I do it here? And, you know, the US market wasn't ready for that, so I just thought, Okay, if I can't do it here, I'm gonna have to figure out something else. And that led to me seeing a little want ad in a legal recruiter website saying innovative UK company coming to the US to open shop. And I just wanted to be part of it, because I knew that was Practical Law, and I knew they were coming to the States.

Steve Poor

What was the experience of working for Practical Law, because it was a as you said, it's a new concept for the states, and we're a little bit in the way back machine. I know that for our listeners, but you're bringing new concepts into the legal market, a market that's not always receptive to new concepts. What was that experience like? What did you learn from that that you've applied at Hotshot?

Ian Nelson

Gosh, it's such an interesting question. And for those interested in the model, that could be a whole other chat. I mean, first of all, the people behind Practical Law then are now incredibly smart, driven, passionate about wanting to make real change in the market, but firsthand, implementing something new. It got me to show that this carries through Hotshot today, that change is really, really, really hard. Even if something makes sense on its face and you get it, it just takes a while for people in this industry to sort of accept and adopt a different way of doing things, or a different take on things. I mean, case in point when we launched Practical Law. I think it took 10 months to make our first sale in the US. People hated it originally. I would go into these law firms and explain, we have this innovative resource that will save time at the firm.

Steve Poor

You can imagine, this was before the people who bill by the hours.

Ian Nelson

Yeah, that's right, that's right. I think one person said to me, Do you know how our business model even works? Why are you trying to offer us something that saves time and makes us more efficient? This was before the economy tanked, right? This was right around and then after the world changed a bit, the phone calls started coming in. What was that efficiency thing? You know, clients stopped paying for first years, and all that in the market is wildly changed since then, we'd never hear that anymore, but it just showed me, Wow, buckle in. And it also showed my approach. It informed our approach to marketing and sales. And, you know, you have to offer a solution that firms are ready for. And it's it

takes time, and it's relationship, and it's consultative and the whole thing. So, you know, you just got to be ready for the long term.

Steve Poor

No, absolutely. So let's talk a little bit about Hotshot. Start with the origin story. So 2014 comes around, and boom, there's Hotshot. What's the idea with ... First, I guess, give us the elevator speech for what Hotshot does, which I presume most of our listeners already know.

Ian Nelson

Thanks. We're a learning platform for lawyers and increasingly, legal professionals. So whether it's supporting On Demand Learning or helping firms roll out experiential training or helping people wrap their arms around Gen AI or a more interesting way to get CLE credit. It's a deep, comprehensive learning platform for lawyers, or sort of more ed tech than legal tech in some regards. So it's a learning and training platform.

Steve Poor

What was the idea behind it? What was the flame that sort of set you afire on this one?

Ian Nelson

I think it was, look, a lot of it was informed by concepts embedded deeply into the practical law model, which is that there is a level of information everybody needs that's not necessarily firm, specific. And we saw a real gap in training and education, so where Practical Law came into model forms and documents and all that, we thought and based on my own experience of being that clueless baby first year, we thought there's a real opportunity to do something about training in legal, which was always a problem. And then my co founder, Chris Wedgeworth, and I started looking outside the legal industry. Because as much as I love this industry, if you want to look for real innovation, it's not usually found within our industry. So we started really learning about Ed Tech and lynda.com which is now part of LinkedIn learning and Coursera and Duolingo, and even YouTube. And we just thought, wow, there's an opportunity to take these concepts to legal at a time where clients were saying, "We don't want to pay and subsidize for associate training." And associates were getting more vocal, saying, "I grew up on Khan Academy. Why am I sitting here listening to a lecture for three hours? This doesn't make sense." So we just thought there was a real opportunity.

Steve Poor

That was such an interesting approach to the market at the time. What was the reaction at the beginning? I know you've gotten a lot of traction and you're very, very in demand now, but, but...

Ian Nelson

Yeah, but exactly, exactly. Um, well, the interesting thing was, it took us about a year we started the company, and Chris and I went around the country and just did a lot of market research and talked to a lot of firms and learned a lot about, is there a need for this? Is there an interest? And everyone said, "Yeah, we really liked the idea of short videos." But at the end of that year, Chris and I then took all this feedback and said, Okay, now, how do we actually make short videos? Like we had no idea, absolutely no idea. So, you know, we went to B and H Cameron in the city and bought a little camera and made a

really crappy video, and thought, all right, we made one crappy one. We can make much better ones. So it was slow, you know, it was sort of slow and steady. Adoption what started sort of in the West Coast, and the West Coast firms bought it immediately, and they got it, and it just took a while. But there wasn't, there was never resistance to the idea. I mean, there is, of course, there's the firm specific way, of course, which we lean into, that's a whole other thing. But yeah, it was pretty good. You know, it just we focus on quality of content and really learning what firms want and need. Typical pushback here and there, but there was not like fundamental objection to more efficient training, I would say.

Steve Poor

Building out a library of sort of what young lawyers need to know is fascinating to me, because the question is, there's, there's so much involved in it, and it doesn't just spring up fully formed. Where do you start? How do you decide we're going to start in corporate, or we're going to start with mergers, or we're going to start with class actions?

Ian Nelson

It's an interesting question. Our very, very first handful of videos, we started with M&A because I was an M&A lawyer, so it was easy for me to wrap my head around what was needed in the market. I lived the life of knowing what was needed, right? What's a reverse triangular merger, what is weird and why? How do you find weird? We started with M&A, and also, law school is more geared around litigation. You know, things are changing a bit now, but law students come into firms completely unprepared for transactional practice. So we started there. After that, everything now on our website is some customer feedback. So we're always talking to our customers and users. What do you want? And we decided to focus on more of the substantive skills right from the outset, venture financing, civil litigation, M&A, private equity, accounting for lawyers. Now, we're doing AI, so more of the substantive legal, business, and tech skills has always been our focus. We're starting to get into professional skills now, but we started there because that was the serious gap, and still is in many regards. And everything is what customers ask for. They ask for it. We create it.

Steve Poor

One of the things we talked about offline was the impact of the pandemic on the business. Share some of your thoughts on that, because it had an interesting impact on your business.

Ian Nelson

Yeah, thank you for asking. That was a real interesting moment for us. When we started Hotshot, we thought we would always be this accessible, on demand, just in time, learning platform, you know. And we used to say, hey, you've been in a situation where you're throwing a dinner party, and maybe you want to learn to make Cachoeiro e Pepe, or you want to make an old fashioned for everyone, you gotta you need a video right then and there. We thought that's how we'd be used, right that, uh oh, moment associates can use our stuff. Pandemic changed everything. People were working remotely. They're working from home. Training became one of the very few reasons and ways to get people together, even if it was remote. But the law firm way of training was always let someone deliver a deck for an hour to a group of people, which is not engaging. No one's getting to know each other. It's not interesting, it's not fun, it's not that effective. Never was. So firms are saying, how do we make our training more engaging? How do we sort of take these concepts of flipping the classroom that people

were seeing in their kids at school. How do we apply this to training? So these firms are coming to us, saying, Can you help us create engaging, sort of flipped classroom training so that we can run better trainings and focus on our firm way of doing things? So we really now are sort of a fundamental part of how firms deliver training. And I think that the pandemic changed everything. And to be very specific. Let's say a firm wants to run a session on deal structures that could be quite a dry, long lecture. This is an asset deal. This is this. This is that. Instead what firms are doing, they're sending everyone the Hotshot video before the training, where they learn the basics. And then we created all these little hypotheticals and scenarios to be discussed during the session. And from the jump, it's a conversation, and then the firm can weave in their firm specific way of doing things, et cetera, et cetera. And that stuck post pandemic, when people came back to the office, folks were saying, Wow, that engaging way of training is how we should be doing things, and just this flipped classroom or engaging trainings really, really took off, and we're really leaning into that. Now that's probably the strongest use case these days.

Steve Poor

Underlying all of this, I want to ... I'm going to move to generative AI here in a minute. But underlying all of this is a generational change in the way people consume information. And I assume that was a big driver of yours, that people coming into law school now have different experiences in terms of how they've taken in information through screens, through short snippets, through multimedia that they did when I was, you know, going into law school, many decades ago. I presume that was part of your motivation for forming Hotshot.

Ian Nelson

A huge part, a huge part, you know, like, like I said earlier, Khan Academy, which is wildly popular, you know, with with kids and adults too. And that format is how people want to learn. So we're sort of embracing all those concepts. And look for the people that it's all about offering people options. Some people want their treatises in the books and the articles, which is great, and some people learn by watching. So it's just, you know, I was there's no downside to offering all these options to people. And there are generations of folks that grew up this way and want to learn this way, so why not give it to them? Is how we're thinking.

Steve Poor

Oh, absolutely. So November of 2022, comes along, and we have the ChatGPT Big Bang, and almost from the jump, people start talking about, what does this mean for lawyers? What does this mean for the skills we need lawyers to have? What does this mean? How are we going to train lawyers if the computer is going to do all of the work the lawyers to do? How do we get someone to make the jump from law school to being a seasoned veteran high judgment lawyer? You were at the sort of and it happened continually at the intersection of those discussions. Talk to us a little bit about how that's ... how your thoughts have evolved, and sort of how you approach that challenge.

Ian Nelson

Yeah, thank you. Thank you. And we're learning with the industry. It's changing every week. I think when all this first hit, our first thought was, let's take a beat, because we've all been through things that

come and go, and a year before that, it was NFTs, and we all better lean into NFTs and teach everyone about that and virtual worlds and all that. Remember, but this clearly was...

Steve Poor

I vaguely remember that, yeah, Metaverse and blockchain and everything.

Ian Nelson

Exactly. And that's what people were saying at first about all this stuff. And we thought, let's see. Let's, like, take a minute. You know, we were not the very first in the market, but we think we came at it in a good way, and producing content that is training people on Gen AI. I mean, that's table stakes. Now I think where our thinking has evolved, it took a minute for folks to get around to what what you're saying, and we just put this white paper out about what training in the age of AI looks like, and now what we're seeing.

Steve Poor

Which you can get off your website.

Ian Nelson

Yes, thank you. Absolutely.

Steve Poor

You can get and it's a great paper. So for the listeners, you should, you should download it and take it. Take a read. It's got some great case studies in it. It's got some ... It's nicely structured and well written. So I encourage people to take a look at it.

Ian Nelson

Thank you. Thank you. Thank you. So yeah, I mean our thinking now, and this is informed by working with tons of firms and companies and schools, is that, look, Gen AI is doing the For now, the lower level work at law firms, it is doing what associates did. I don't think this is going to be replacing lawyers, but it is certainly causing a serious evolution of the role of the associate, which is causing firms to completely rethink developing lawyers for the age of AI, and firms are looking at expanding their curriculum. It's higher level legal skills, tech competence, business skills, professional skills, and there's also this serious look now in how those skills are being delivered. There's just simply no more time to wait the years for associates to get the reps in. Clients won't pay for it. AI can do it better. So how are we going to upskill people immediately? It sort of became this economic imperative. So we're, we're working with firms across the board to sort of reimagine how they're training people to get them those reps in, much, much, much sooner. I mean, I just watched this video on LinkedIn from Jason Lemkin, a real well known guy in the industry who hires tons of big firms. And he said, "Look, what we do now is I use Claude to review all my documents and write my memos. I send that to my firm. I want them to tell me if that's right, and then I'm off and running." That's all well and good, but when he sends that stuff to the associates to review the outputs and confirm if everything's right, if the associate hasn't been trained on the underlying concepts to know if it's right or wrong. There's a major problem, and they can't say, give me five years to be a fifth year. So there's a major revolution happening. And that's sort of how we're

thinking about things and working with firms to completely rethink how people are being developed these days.

Steve Poor

We're watching the apprentice model just sort of break right in front of our eyes, aren't we?

Ian Nelson

Totally. snapped, snapped. Apprentice model is changing dramatically.

Steve Poor

So I've had many of these conversations in the industry, and you bump into the, oh, what was it? It takes 10,000 hours of something to become expert in it. I've forgotten now.

Ian Nelson

Yes, the Malcolm Gladwell...

Steve Poor

That's right. That's right. 10,000 hours. It's sort of a concept that's become ingrained in the profession. What are the kinds of conversations you're having with law firms or or law schools about this breaking of that model in the replacement of this proxy of going and looking at a bunch of documents for training to replace it with actual training.

Ian Nelson

Yeah, you know, look, the truth is, from watching a short Hotshot video or any training program, you're not going to get those 10,000 hours, but the current model has been, let someone do it 100 times. It's going to take a long time, and if you're even good enough to work with someone who explains things to you, but not everyone is. So the conversations we're having, what we're seeing in the market, they're not just conversations anymore. I'll use Goodwin as an example. They, last year, just won the Financial Times Innovation Award for Most Innovative People or Skills Program of the Year. Goodwin has seen what's coming. They have completely reimaged first-year onboarding. So for corporate and litigation associates, I think it's the first 10 weeks being at the firm, they're not on any client matters. It's 100% training, and they built experiential learning programs. So corporate associates are doing mock deals. Litigation associates are doing mock litigations. The firm invested in that. We work with them. Another company called Practio works with them: full simulations, full deals, full cases. And the these associates are getting reps in. They're getting exposed to real life things, and then at the end of that program, they're so much more prepared to handle real work, because Goodman is saying, This is what it's going to take. We're going to have to run these programs. And we're seeing more and more firms do this. We just launched a Hotshot M&A deal in a box. It gives firms all the materials they need to run their own little mini mock deal. And it's being adopted like crazy, because firms are looking to actually, in a dramatic way, change how they're preparing associates. It's not going to get them the 10,000 hours, but they won't be saying, what is the reverse triangular merger and what looks weird? What is weird? That won't be a thing.

Steve Poor

At what point do you think? Okay, there's gonna be a weird question, so I apologize for it, but as I'm listening to you talk, I'm thinking about simulators for jet pilots and similar types of things, where the technology is actually doing the teaching, even if someone's telling it to create a particular kind of crisis. At what point do we get where we think technology creates, in and of itself, the interactive simulation for teaching lawyers, and it's not the Q and A with a human being, or it's not a...

Ian Nelson

Yeah, it's happening now. We're working on it at Hotshot, where we're starting to take trusted content and build AI around it to do exactly what you're saying. There are cool things coming out of Stanford Codex right to have those negotiation simulations. Let the AI do the training, but I do always. I think there's going to be a very important need for the firm specifics on top of it. Otherwise, everything is exactly the same, learning the firmware, how we handle these specifics. You know, it's going to be harder and harder to firms, for firms to set themselves apart. So layering in that stuff is going to be important, but outsourcing the generics is, I mean, it's happening now. So I think it's finding the right balance. And I think the industry is now sort of coming to terms with that and trying to figure that out actually.

Steve Poor

The challenge, though, is the industry usually does find its balance. It finds its feet and endures change more slowly, perhaps, than some of us would like, but endures change. But the speed of change of the technology makes it difficult, I think, for this industry to find its balance, because once you find your balance, something else has changed, and you're wobbly again. Do you agree with that? Or is you seeing something different?

Ian Nelson

I agree and I'm seeing something different. I mean, I'm seeing firms embrace this and leaning into it, yeah, but it's always changing. I think in my little piece of the world here, I mean, training is definitely changing for the better. I think that this technology, it's causing change at a speed which I haven't seen in this industry. I mean, a few months ago, we had a lot of firms writing to us saying, Please don't even tell our lawyers you have a topic on AI because we're not using it, and we don't want anyone to know about it, and we try to put say, really, even if you're not using it, your clients are using it. And how do you not teach people about this? And by the way, you may tell them not to use it, but they're using it. We're not seeing that anymore. We're seeing how do we upskill everybody? And now it's professional staff and lawyers, and you just have to look at the news any other days when another firm is being sued about hallucinations and stuff. So now we're starting to see mandatory training in place before anyone gets access to the tech. So firms are requiring Hotshot videos before giving licenses to anything at the firm. And hopefully that's you know, that's a good thing, whether it's us or someone else. Education is important, because these are amazing tools, but they're dangerous too if you don't know how to use them, I think I'm off topic from your question.

Steve Poor

But no, no, but you hit an interesting point. Lawyers getting trouble for hallucinations. To me, that's not a tech problem. That's a training lawyer supervision. If I had an associate writer brief that featured two

main cases, I wouldn't turn it, I wouldn't put my name on until I read the two cases. And I just don't understand why people don't do the same when it's produced by generative AI. It is a training problem.

Ian Nelson

It's a training problem. Yeah, totally, totally. To say, of course, I mean, humans aren't infallible. And to say, well, the tech's no good because it hallucinates something is silly. To your point, people make mistakes. It's understanding the tech and using it for good, right? And understanding the pros and the cons and what's a good use case, what's a bad use case, etc, etc. But that's changing. I think more and more firms are open to it. We're now working on simulations, like use case simulations for law firms, for AI, so they can play with the tools and understand firsthand and what comes out and what's good and what's bad. So, you know, we're seeing training having a moment like I've never seen before, and that includes the Practical Law days.

Steve Poor

You've mentioned this a couple of times, but talk to us a little bit about how you balance the firm's specific desires versus the generic, basic stuff everybody ought to know. As you sit down with a client, you know, how do you strike that balance? I'm sure it's unique for every particular client, but you must have some basic tenants going into the conversation about how you sort of balance these needs.

Ian Nelson

Yeah, we sure do, and that's one of the more interesting conversations we're having these days. And figuring out this balance. The way we come at it is, look, let's talk about what really is generic, right? I mean, do you want to spend your own partner time giving a lecture about what is Doc review and the basics of good doc review or whatever, how to draft a term sheet? No, that's that's generic stuff. Where the firm specifics come in is your take on these things, your positions, your war stories, how you handle these things as a firm. Only things that your lawyer should be training your lawyers. There are certain things you should be outsourcing. There are certain things you should not be outsourcing. We really believe that the generic, foundational stuff outsource. That's not specific, but all those other things are and the other part of this whole equation is firm specific or not. When you get people in a room and having an engaging, interactive training, you're building relationships, which is harder and harder these days, especially post pandemic, where things are remote and hybrid, it's a chance for people to get to know each other. And if they're just lecturing on basics, you've blown the whole opportunity. I'll take again. I'll go back to our new M&A deal in a box. All the stuff we provide them is the generic stuff, how to review a contract, to data room, how to fill out a due diligence template, and then the role of the partners to come in and go through what's most important to them, talk about how they've applied it with their clients, et cetera, et cetera, et cetera. To us, that's the unique, interesting part of it.

Steve Poor

It's so interesting to me, I can see how you want to bring in some of your highly skilled transactional lawyers to present their unique ways that they've served clients and build a successful practice. And that's unique to the firm, and that's unique to the culture of the organization. How does a firm capture that to sustain it so that that partner is not the only person? You're not relying on that human to come in and do it, but that knowledge base, that experiential learning gets transferred to the next generation on

a sustainable basis. Is that part of the program you're working on? Or Is anybody coming to grips with that issue?

Ian Nelson

That's a really interesting point. We haven't really dealt with how to capture that firm-specific know how, in a scalable way. That's a really interesting point. Not yet is the answer. We're just giving them more opportunities to impart those things, because those things were never really done in trainings before. It was just, let's do the same old thing in lecture. So we're hoping to create more opportunities for that stuff to be delivered, but not quite captured yet, unless a firm is filming it or something, but people aren't really watching an hour long version of a live training. That sounds awful. It's something to think about. The interesting thing to that is we're working on some some ideas where we could work with firms to let them create some custom things in a much easier way than has ever been done before. So we are looking at technology for that solution to be able to let firms sort of create Hotshot-style stuff, but kind of using their own know how, so that that sort of marriage of firm-specific and scalable content tech solutions is something we are looking at and starting to work on now actually.

Steve Poor

Yeah, that's fascinating. I ask the question because we talked about generations of people coming in, learning and consuming information differently. You also have generations of experienced lawyers going out the other end, retiring, whatever it may be, and that knowledge transfer happens anecdotally and incidentally now through mentoring relationships or catch as catch can assignments. And I just was wondering whether there was a market desire to figure out a way to systematically capture and transmit that knowledge from that generation down the upcoming generations.

Ian Nelson

It's a great idea. It's a great thought. It's a great thought. And I think it's something that firms and companies like us will have to start thinking more and more about. So some of it is so firm, specific, Oh, you want, you know, talk to Abby, because he's, you know, he's the guy on opinions. We talked to Anne Beth because, you know, she's the one for this. So it's finding those pockets of the people who care about training and want to deliver that information, versus, I'm just underwater and deals, forget about it. I don't know. You know, it's funny, sometimes we work with retired partners who really love the teaching side of it, and they help us deliver our scripts, actually. But it's not on the firm specifics, it's the general. So it's an interesting question, I think that after this call, I'll be thinking about. So thank you for that thought.

Steve Poor

Okay, well, you're welcome, and I know we've run a little bit over and so I apologize for that, but it's been a fascinating conversation, and y'all are doing such interesting stuff there that I am looking forward to watching how you continue. To drive the industry forward, going over the next few years. Thanks for making time for us, Ian.

Ian Nelson

Thank you. It was a real treat to be here and to speak with you. It really is a treat and an honor. So thank you so much.

Steve Poor

Thanks for listening to Pioneers and Pathfinders. Be sure to visit thepioneerpodcast.com for show notes and more episodes, and don't forget to subscribe to our podcast on your favorite platform.