

Pioneers and Pathfinders: Lucy Bassli Returns

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Steve Poor

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

We're excited to welcome back Lucy Bassli, founder and principal at InnoLaw Group. Lucy is a leading voice in legal operations and contract lifecycle management (CLM), helping organizations rethink how they handle contracts through smarter processes and technology, including—of course—AI.

In our conversation, Lucy shares why so many people are feeling “CLM fatigue” and what needs to change. We also talk about the future of legal education and how technology is reshaping everything, from pricing to professional training. It's a conversation full of her insight and refreshing, candid comments.

I am joined today by Lucy Bassli. Lucy, it's been a minute since we've talked.

Lucy Bassli

It's been a minute. I don't know how many minutes. It's been a lot of them. When was the last time we talked? It's been a couple of years.

Steve Poor

The first time was--Can you believe it?--Four years ago.

Lucy Bassli

You know, I think after COVID, everything changed. My clock works different, but all other parts work different, which we won't get into. Yeah, four years, not, not surprising. Time flies.

Steve Poor

Time does fly. Not much has happened in those four years, though, so I'm not sure what we have to talk about.

Lucy Bassli

Nothing, not not for us, not in the world. Nothing's happening. Nothing of interest.

Steve Poor

It's a little wild, isn't it?

Lucy Bassli

It's wild, but it's wild again, in all in all regards and in all respects, it feels a little wild these days.

Steve Poor

That's right. So let's, let's talk a little bit about you've got various spheres in which you continue to contribute to the profession and the growth and the change in the profession. As you look over the last few years, what's been the most exciting development in your world?

Lucy Bassli

Let's see ... Such, such a good question. Most exciting, I mean, I'm not going to say the obvious, AI explosion. It's only...

Steve Poor

Oh, we've got to talk about that at some point, because there's a law that says we have to.

Lucy Bassli

And, I mean, there's, like, what we're one minute plus in, and I just now mentioned it, I feel like that's actually late in the game, to be honest. That's a victory. It's a victory. So I mean, as far as, like, intellectual excitement, I would definitely say that has thrown us for a really interesting loop, like, just a curve of like, wow. How do we even? Where do we even? And from two directions, I think one is obviously serving our clients. We have to make sure. And I can kind of update you on what we're serving, what we're doing there, and I'll put a pin in that for a second. And of course, the other is for us, you know, hey, keep up or or not. And that's not the you know, the not is not an option. So yeah, we're really neck deep in that. But maybe, let me start with just updating on general, kind of general work stuff. What, you know, what? The most exciting thing we've been doing in terms of work is we really, I think, double down on a particular area of legal operations, for lack of a better about, lack of a better descriptor. But, you know, I'm a contracting nerd, and I realized I just, that's what I love. And Lord knows, there's enough of a mess in how contracts are handled in every single law department I've ever talked to that that could just be what we do. So we really just focused in on that.

Steve Poor

I heard you. You did a podcast earlier in July where you talked about CLM fatigue.

Lucy Bassli

Yeah, yeah.

Steve Poor

What do you mean? I think I know what you mean by that, but tell us a little bit about how you perceive that.

Lucy Bassli

Yeah, it feels like like with other things and in tech, as things get everything is getting faster and numbers are getting bigger. Everything is just getting kind of bigger faster. And CLM certainly had its heyday. It exploded. Really came on, really came on the radar of legal tech in a very big way, right around covid, probably when we first talked, actually, but really around covid, just by virtue of the amount of money that was flown into it, like through, you know, VC funding. It's not like CLM systems didn't exist before. But suddenly others woke up and realized, Hey, this is a thing. And where there's a thing and there's a buck to be made, everybody jumped in. So that's causing some bad behaviors. And

I think that now that we're like five plus in, I would say, there is definite fatigue, frustration, dismay, and annoyance when it comes on the buyer's perspective; seller's perspective is different. And now there's new entrants. Just when I was saying that, you know, AI has thrown a curveball to that. But I think the fatigue is just there are just so many options on the market. If we just talk about pure good old CLM stuff, forget AI for a second. There's just so many. They can't all be great. They can't all be here tomorrow. So that's the craziness.

Steve Poor

One of the things... We may have talked about this four years ago, and I be honest with I don't remember as we're talking about the implementation, is I talk to people that have struggled with the implementation, put the technology aside. One of their struggles has been the need to rethink the underlying process, the operational process in the system, because you just layer technology on a bad process. You just have a technology enabled bad process. Yep, I assume you've encountered that. What type of advice do you give people? How do you help people through that part of it? To me, that's the most complicated part of an implementation.

Lucy Bassli

Yeah, yeah. So, you know, this is probably the biggest softball you could throw me. I mean, everybody loves to talk about CLM tech. I really don't care about the tech. I'm just going to say I have a lot of friends in the business for sure. It's all about the change management of the people and the streamlining of the processes that those people live in, have lived in, feel comfortable living in, don't want to change. It is all of this frustration and the fatigue. I'm going to say, I really am going to say, all of it comes down to when there is that frustration and fatigue. It is bad planning. There is lack of change management attention. There was a speed to get to the tech that ignored the process problems. That is really the recipe for for the disasters that we see over and over and over again. And I'm going to give the tech a break and just say, You know what? Stop blaming the tech. Stop blaming it. It is really it is the people in the process. And that's unsexy. Hey, I get it. It's unsexy to talk about that. No. CEO wants to hear we've streamlined processes efficiently. They want to hear what latest and greatest buttons you've installed. And that's not great.

Steve Poor

Yeah, no, that's right, and it's interesting. I've talked to a number of in house counsel that have avoided putting CLM systems in place because they don't think they can fix the change management challenge. They can't fix the process. And I sort of, on one hand, I applaud them. On the other hand, you know, I think, well, there are things you could do. It's just hard, sometimes boring work.

Lucy Bassli

I think they're also coming from an all or nothing, and so yes, I applaud them for saying, Look, we're not ready. Kudos to them for embracing that fact that that's a reality. But they're also probably being misled a little bit in terms of that big dream of the end to end. CLM system for all contracts across the enterprise, all big every those words, those just aren't healthy words for any tech plan. And I think they're probably smarter if that was their option, let's try to get all our contracts to do A, B and C. And they said, You know what? There's no way we could do that there. You know? There's no way, because we're a mess, that probably is a healthier approach. The other approach, the better approach,

probably would have been, you know what? Maybe not all. Let's do it for some some groups, some types of contracts, some regions, some product lines. You can slice and dice this thing in so many ways, but that isn't always an obvious, you know, answer for a lot of people.

Steve Poor

no, I think that's right. Change management is always difficult.

Lucy Bassli

Yes, and it requires an approach. It requires time and focus and planning and effort, and it's just like I said, doesn't it's just not sexy, unfortunately, and without it, the tech will fail. None of these systems are plug and play, certainly not these kind of end to end holistic CLM systems. They're not an Uber app you download and just start using it. Even with that, you got to know where you're going, and you have to know the difference between an Uber X and an Uber Excel and a pet friendly Uber. You have to know things you know. And I think we just forget that part for some reason.

Steve Poor

Have you seen the company's approach to procurement of legal tech change over the last few years, particularly with Gen AI?

Lucy Bassli

Oh yes. I mean really, there's like, CLM stuff and chatter pre, you know, AI explosion, pre, pre, 18 months ago, and then now, CLM now, and I think now it is really being tested and chopped up a little bit more. What is it we really need from the full quote, unquote CLM system, which they're all also offering some flavor of AI, they have to it's a keep up or die type of thing. But the approach is different. There is definitely more looking at point solutions, specifically for AI, native born AI here to be AI, that is what we do, solutions, versus the end to end. And we will have AI in there, and that's a very different approach. And just think about it. From a tech stack and engineering, you probably have people who are really good at certain aspects of technology, and then suddenly you're magically slapping on AI. You need other types of engineers for that. I mean is that, is that what you were born to do or not? You can't just kind of add it on right now and be good enough, because there are too many experts in AI that are just building AI, you know, for so it's a tough time right now as things settle.

Steve Poor

You know, it's interesting you talk about the point solution versus the end to end solution. It's playing out CLM, but it's playing out in the larger legal tech world as well, isn't it?

Lucy Bassli

It is, I think, absolutely everywhere, playing out because AI is being a bit of a booster, right? It's being a bit of a catalyst. And so suddenly there are these point solutions that, again, were born by AI for AI, and they're really, really good at the thing they were born to do, because all they were they're created for and these other bigger end to end matter management, you know, my favorite enterprise, legal management, didn't even get me started. What really, ELM. I just never, oh, I never got onto that whole idea.

Steve Poor

Reminds me of a band when I was in college of ELO. But never mind.

Lucy Bassli

You can't, can't do everything you want. System, what is that? Anyway, all of those bigger fill in the blank, management, anything, management systems are going to have a tough time competing for some of their functionality that now has competitors that are purely AI play for that particular. Particular function that tension needs to kind of ride right out over these next first few years, I would say.

Steve Poor

You also spend time teaching at law schools, speaking and teaching, and I know you've got a relationship with Suffolk, how the schools that you've been involved with grappled with the impact of technology developments on the legal education and training of lawyers. I know it's a big issue, and I'm curious as to how you've seen it evolve.

Lucy Bassli

The good news is I'm seeing it evolve. You know, I'm not sure it's as fast as any of us would like. I used to be able to list the number of law schools that had some sort of tech or innovation curriculum, and it was like, oh, there's this handful. Oh, there's a there's a few more, and then it kind of did explode again, post covid, right? When everybody suddenly went online, I think that a lot of the influencers and decision makers at those same universities were like, Oh, wow, this is the way work is going to be done. And with that naturally that you they were forced into technology like they hadn't been before. So I think it translated into the curriculum as well the evolution. It's happening, for sure, that's the good news. The good news is it's happening. I think it's happening probably as good of a pace as we can hope. I mean, we're not going to be blind to the fact that still the business model of the law firms drive what law schools are teaching. So with all with all due respect to all my law firm buddies, present company included, there is still something inherently disconnected of that business model to what the entire world is going through. That's a problem.

Steve Poor

Yeah, although that disconnect seems like it's been there forever.

Lucy Bassli

Forever, and every time we thought we're like, you know, we look back at all the articles 10 years ago, 15 years ago, 20 years ago: the billable hour's dying. That thing's got the longest life support of anything I've ever seen.

Steve Poor

If I hear one more discussion of is the billable hour dead? I may...

Lucy Bassli

It's alive and kicking. What? It's not close to dying. Let's not kid ourselves. It's not close to dying. It just isn't in parallel. It's being tested and poked and prodded, because in parallel things are happening, but

the things are happening in parallel. Sadly, really aren't changing the mass, the bulk of the work, it's still all hourly.

Steve Poor

It's an interesting time to be a buyer of legal services, isn't it? Not only do you have all the various options you've got that you've had for a number of years, but the impact of technology on the efficiency of the work product, I've argued that at least in the short term, it's going to see a rejuvenation of the billable hour. Because why would you lock yourself into a fixed price based on old fashioned inefficiencies of service delivery. Why wouldn't you wait until you see how technology impacts the cost of services? How are... You don't agree with that?

Lucy Bassli

I don't know. I don't, I don't, I don't know. I think the billable hour's always going to have a comfortable place for always, certainly in my lifetime. I'm imagining it will just kind of will always be that comfort zone in my definition of always, probably for my kids potentially, sadly as well. And like I said, in parallel, it's being tested and tried. So I don't, I don't think that it's, it's that that black and white, like, wow. Tech evolving so fast. I better just continue to stick with the hourly rate until I see what tech can do. I think it has to, it has to continue in parallel. But really, what's happening with tech is no different than what happened with outsourcing and what happened with ALSPs. So to me, the AI impact on law firms should be treated exactly how ALSPs, well, shouldn't be treated the same, because that was also illogical at first. It was very much a we need to see under your hood. So we, being in house, lawyers, are now saying, hey, law firm, if you're using an ALSP, I want to know exactly when you're using, I don't know how much, and I want that passed on to me. But again, I want to see under your hood, which is completely contradictory to the concept of a fixed fee. So, we're still there, so now it's AI, and I'm hearing really crazy things. I'm going to just, I'm just going to say it, and if somebody will know who I'm talking about, if they might know if they listen, they want to be able to bust their law firms. They want to know when they're using their AI, so that they can then say, Oh, and you use the one you first year associate. Wait a minute and AI. And it was the most ... I still hope I got it wrong. I hope I misunderstood, but when I heard the words, I want to bust my law firms, they're using AI, they didn't tell us. What? What? That is moving us so far away from the whole premise of any kind of a fixed fee, because that is all based on trust. Fixed fees are based on an inherent trust in both directions that simply doesn't exist except for the trust that is, you are worth 1800 bucks an hour, and I trust you. So that kind of trust exists again, okay, but trusting you to give me a fixed fee and that you'll tell me when you have dips, and we're going to review it every three months, and some will win and some will lose. We just can't break into that trust. And now AI is throwing everybody for a loop. I don't know why anybody should care that much besides are you protecting my data? Are you keeping my confidences? Those two things - same thing we applied when email was first created, and we know that took a long time to be approved by the Bar Association.

Steve Poor

Yes, we do. To me, it's an extension. What's the role for technology implementation in the discussion around pricing? Is there a role for it any? Or is it just, I know it's, I agree with you. It's based on trust.

Lucy Bassli

I don't want to care if I'm in house. I don't want to care what you use and how you use it. I want to know that the price I'm paying, I'm extracting the right value from what I paid for, and then my outcomes are clear. I'm paying you to get something done. I don't care what wrench my plumber uses. I really don't. I actually don't even care what kind of piping they use, even though I know it's like, whoa, copper is better this and that, you know, hey, you should tell me, because it might be interesting. I'm not going to dictate it, but I certainly don't care what wrench you're using. I really don't care. I mean, the pipe stays in my house. Let's not kill this analogy. Sorry, but I really don't care what wrench you use.

Steve Poor

Well, you don't want lead pipes.

Lucy Bassli

No, exactly. So, like, that's like, those are requirements. Let's, let's call those requirements of outcomes, right? But I never understood this getting in under your hood and tell me what and who and how. I think that's, that's where we start. That's, that's the problem that's all connected to this whole hourly rate. I need to know your timekeepers, because you're billing by the hour. I need to know who you're staffing. I want to know how much they're costing me. I want to know how many they are. So we backed ourselves into this corner that is all because of the hourly rate as opposed to fixed fees. I get that fixed fees don't work for everything. I understand that at least 50% of work should be on fixed fees. Let's just kind of be generous. So it's a broken mentality, and I'm afraid we're so far into this corner that to undo it is, it's kind of hard.

Steve Poor

Yeah, I can remember years ago being frustrated as I was negotiating fixed fees with clients. They say, well, we want to see shadow billing. I know, I know I'd have the same rant that you just gave, which is... You can't have both. You cannot have it both ways. So do you want an hourly or do you not want an hourly? Do you want it based upon, we'll produce this result for this much money? What difference does it make whether we're making or losing money to you?

Lucy Bassli

You're entitled to make money. That's your business. You're going to have some great months and some tougher months. That's okay. You know what? Here's the best honestly, this is probably, probably the best analogy. Maybe that's why plumber was even on my mind. We had a plumber come and install toilet, whatever, stuff, stuff into a new little bathroom that we created in the house. And he gave us a quote, and he said he happened to say those words, takes about a day or except, takes about a day's worth of work, something like that, to do that. And a number, boom. You know, sizable, sizable number, of course. And we're like, well, it is what it is. He swooped in and swooped out, I want to say, in about an hour and a half. I was shocked. I was I was shocked, I was I was confused, I was concerned. I immediately felt like I would be taken, of course, for a ride, which never feels good. What's the first thing I did? Hey, great work. Thanks. Curious. You said about a day's worth of work. And the quote ... if you divide that by about eight hours, that's okay, reasonable, you know, hourly rates these days for plumbers. At the end of that conversation, he said, Yep, it is a fixed fee. Sometimes it goes longer, sometimes it goes shorter, and we stick to that fee, you know. And he really just kind of, that was the end of that conversation. And I thought, wow, that's the going rate. I got what I needed. I got what I

wanted. I have no idea how to do it. I have no idea if it was just a super easy install, but he had to hedge for what he may not know, you discover. And it was a really eye opening. I was like, found myself going, Hey, practice what you preach. It is what it is. You know, move on.

Steve Poor

Yeah, that's right. I mean, to me, the question in that example is, okay, these usually take eight hours. We price it that way. That's fine. I got what I paid for. You did it in an hour and a half. Did you cut any corners? Is there anything I need to be concerned about in terms of the quality of the work? Right? That, to me, is a legitimate topic.

Lucy Bassli

Yeah, it could be. And then, and then, on the other hand, he's going to say no, and I'm not an expert, so I'm going to say, okay, so it's kind of a circular and to be clear, again, I remember he said half day's work or day, whatever it was. He gave me some parameter. But how do you know? I mean, again, we're not the experts. Cut corners how? Is using AI cutting corners now? I don't think so. Is using cheap resource overseas, cutting corners. I don't think so, because you need to check your qual. I mean, at the end of the day, I'm paying you for your stamp of approval and the quality that you putting your name behind. I don't care how you get there.

Steve Poor

No, that's right. Let me change topics just a little bit, because...

Lucy Bassli

From toilets? What? No. Oh, down such a fun time.

Steve Poor

You did take us down such a fun road. I know nothing about plumbing, though, so I have no ability to continue the conversation.

Lucy Bassli

Unlike me, the expert? Yes, by all means, take us somewhere else. Go ahead.

Steve Poor

Well, the plumbing of the legal department is, has been legal operations function, and it's a world in which you are one of the icons. How has the impact of technology impacted the evolution of legal operations function? Seems like, seems to me like it's been an important moment for this profession.

Lucy Bassli

Yes, it is, because legal operations is, in many minds, synonymous with legal tech, which is not actually great ... Sorry, synonymous meaning, yes, legal operations absolutely must include tech, it's probably the top thing. But thinking of it is that's all legal ops brings, is where, where things get lost and unfortunately becomes an unfortunate experience for a lot of legal ops leaders who are like, Hey, I'm going to do strategic things, and I'm here to, you know, do process improvements and change management. But some GCC legal ops still as pure legal tech, which is not always great. But to answer

your question, specifically: Absolutely, the explosion of legal tech, more and more from kind of, from E discovery days on, is what has laid the foundation for legal ops to grow as a much needed function. Because they do jump into the tech they run the tech implementations. They run the 10 tech selection, right? They do the project management tasks related to tech. So tech and legal ops, absolutely, is completely intertwined. You can almost ... you can't really separate the two, but legal ops is much more. It should be.

Steve Poor

Yeah, I mean, one of the things you've talked about on another podcast is about combining human oversight and technology and being able to make those functions work together. How are the legal ops professionals implementing that?

Lucy Bassli

It's an interesting dynamic, because there's legal tech, and I hate saying legal tech, because sometimes that's a misnomer. So there's tech that's being brought into the legal department for use. And there's kind of two paths that legal ops tends to take. When new tech is introduced, legal ops plays a much bigger role in the human oversight when it is infrastructural and operational tech. So think of matter management, knowledge management, right? They're creating a place for experts to go and do things that they could still do things in the way they're kind of used to, but that infrastructural, administrative tech is handled by ops really, and they're really hands on and in it. Then there's my favorite friend, CLM, where now you're saying this isn't just operational, infrastructural, meaning I'm not just pushing around this document. The four corners, as I like to call it, as some of us were trained back in the day. You're now telling me the tech is going to play a role in how I mess with what's inside those four corners. Whoa. Now that human inner sight has very little to do with legal operations professionals and that team now the legal operations lead has to hope, plan, prepare for and educate a subject matter expert how to live inside of this technology and how to be actively involved and oversight and using and continuous improvement to various different paths for success when it's legal ops, for legal ops, doing tech versus legal ops for the attorneys, and even in something like matter management, which is a great, you know, it's a great example of very infrastructural, very operational. You need these invoices to flow. I'm sorry when I say matter management, to be clear, I'm talking about E billing, not internal law department. Everything is a matter because, by the way, we're all law firm lawyers, and we still call things matters, which is really backwards once you go in house, but we still seem to do it like we call our business partners, our clients. We're the only ones who do that. Oh, put a pin in that. Let's talk about E billing, any electronic invoicing, very, very operational, very administrative, you know, necessary. At the end of the day, a lawyer is going to go click a button that you tell them to eventually, anyway. Hey, you want to pay your your trusted buddy out there? You're going to have to go in and click this button and review the invoice. They'll do it like, fine, it's different, but they'll do it. Reviewing a contract online? Way, way different than what they're used to. So it's different -- different roles.

Steve Poor

Different skill sets, isn't it?

Lucy Bassli

Completely different skill set.

Steve Poor

How does someone who is not on that second post where you're training the legal entity, professional, where do they go to get trained? Why don't they get that experience? Where do they get the wisdom? I mean, they can call you.

Lucy Bassli

It's such a gap. It's really, really a gap. If they're curious and interested, that's always a good beginning. If they're being forced into this, it has a very low likelihood of success. It really does. It's very easy to simply derail the whole thing with one of these wonderful ... my favorite quotes I have: "I have some concerns about this tool." The minute a lawyer utters those words...

Steve Poor

Oh, no.

Lucy Bassli

"I have concerns." I could tell where that one's going to go pretty quickly. So you got to pick your you got to pick your users. Well too, not everybody is. Not everybody should be forced into technology. Now, does everybody need to understand it exists and understand what they're giving up by not using it or whatever, whatever it is, the cost will be to them. But yeah, there's using tech, and they have to be forced into using online conferencing systems. Yes, they have to know how to save documents in the cloud and retrieve documents from the cloud, but they don't have to embrace a redlining tool to help them with their day job just yet. I feel like, let's make sure we know where they are and what we expect from them to be pragmatic, not put them in a rocket ship when they can't ride a tricycle, so to speak.

Steve Poor

Yeah, fair point. But you, you made a really important point in there, which is, even if you're riding the tricycle, you have to understand there's a rocket ship out there.

Lucy Bassli

You absolutely do. And if you're giving ... If you're passing up on that, you're going to get slower to your destination. You it will take you longer, and over time, that will be a problem, you will be left behind. But they have to understand the realities versus just the hype. And I think we're losing people because of the hype. So if we walk them through the realities, give them a path to get there and again, come to where they are, not just give them a ticket to the rocket ship and hope they know how to fly.

Steve Poor

How have you seen the adoption curve go here? Because you have all the hype, and we've seen not much change in the adoption...

Lucy Bassli

No.

Steve Poor

Speed of adoption. You have some people that are first adopters. They want to see all the fancy bells and whistles. You have the people riding the tricycles and everybody else just kind of, it's almost hand to hand combat.

Lucy Bassli

Yeah, it is for all the existing tech that was pre-AI. I think, with AI, the adoption curve is moving faster. Now, that doesn't mean that they're adopting the AI inside those prior systems. I just mean tech. If you say tech adoption, I would say it's faster now for legal than it ever has been before, because of the way that AI has crept into all of their personal lives as well. All legal professionals are seeing it and feeling it everywhere.

Steve Poor

That's a good point.

Lucy Bassli

So that adoption has just been hyper boosted, unlike your kind of more traditional pre AI systems. That was super low adoption, and still continues to be, frankly.

Steve Poor

So, I know we're running out of time, so I won't keep you much longer. So, sort of the last question, you know you can't trust lawyers to say, I just have one more question.

Lucy Bassli

We'll be here for five hours.

Steve Poor

As you sort of look at the evolution, take me out three or four years from now. How are you seeing this play out in the legal profession?

Lucy Bassli

I am hoping, and I'm not, I'm not afraid to say that I think there will be some piecing apart and breaking down of some of these bigger, complex systems into bite size, truly impactful solutions. I think we will, at some point, turn the corner of, I need a system that's going to do all of this stuff related to, you know, particular area of work. That's why there's adoption is just low. It's, it's never smooth. I'm sorry, I'm going to go ahead and use the word never even, I don't like those words. It just isn't smooth. So I think the agility that comes with AI, the agility to use AI to create even technology, is going to change what is offered for us in the market soon. So I think three to five years from now, we're going to have, I'm going to, I don't say better solutions, but we're going to have more. Going to have more focused solutions that will play together much smoother than the world of integration that we kind of grew up with. So that's what I'd like to see, fit for purpose solutions.

Steve Poor

Absolutely. What impact does that have on structure for legal departments? See, I told you there'd be more than one question.

Lucy Bassli

Yeah, no, I love I did for four and a half more hours. What are you talking about? The structure of the legal department? I mean, I think legal ops is going to continue to play a key role in that. I think legal ops will be who you look to first for help with identifying technology. At the same time, I think we're going to have a lot more experimentation that's going to be at the individual level than we've had before. If I meet lawyers today that are like, I've done some demos of A, B and C, those are still like in the minority, and I get excited when I meet them and yay, you're curious. I think that will proliferate more and more. I think there will be more curiosity, more hands on experimentation at that attorney level. But I think ops will continue to ... I don't think it's going to explode at the rate it did for the last five to eight years, in terms of, I need a team, I need a big legal ops team and more, and we're hiring, but I do think there will be more and more legal ops functions popping up in smaller departments than maybe before.

Steve Poor

Will there be more other professionals associated with the legal department, their own technologists, their own...?

Lucy Bassli

Yes, that started. That's already starting, and I think that will definitely continue. We're going to see more hybrids. We're going to see more and more former, quote, unquote, lawyers that are going to be doing prompt engineering, and they're going to be living in the world, maybe between legal ops and the practitioners. I'd like to actually see that we still need more translators legal ops, because it's so connected with technology. They tend to be more technical project managers. We still often miss that business analyst function, to use old words, that translator, I see that growing for sure. We just need a sexy title for doesn't have one yet.

Steve Poor

It doesn't have one yet. One will emerge, I'm sure.

Lucy Bassli

Well, that's right.

Steve Poor

Lucy, thank you so much for the conversation. You're doing such cool things. Thanks for sharing.

Lucy Bassli

My pleasure. Thanks for having me. And hey, let's keep watching closely.

Steve Poor

Absolutely. Let's not let four years go by before we chat again.

Lucy Bassli

No, we'll have my agent call your agent, and they'll talk on our behalf, and nobody will know the difference in a few years.

Steve Poor

There you go. Thanks, Lucy.

Lucy Bassli

Thank you so much. Take care.

Steve Poor

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