

# Pioneers and Pathfinders: Reena SenGupta

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## **Steve Poor**

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

Today's guest is Reena SenGupta, one of the true trailblazers in the legal world. She's executive director of RSGI, a global think tank focused on helping the legal industry build a more sustainable future. Reena's path into law and innovation wasn't exactly traditional. She started out running her family's business through a recession, which led to some eye-opening interactions with lawyers and ultimately to a career dedicated to reshaping the legal profession. For nearly three decades, Reena has been advising top law firms, the big four, law companies, and general counsel on strategy and innovation. She's behind some of the most influential legal rankings and initiatives out there, including Chambers & Partners, the FT Innovative Lawyers program, and the RSG India report.

In our conversation, Reena shares how she went from studying history to becoming a global voice for legal innovation. We talk about how her thinking around innovation has evolved, what trends she's watching now, and why many law firm leaders need a mindset shift to keep up with what's next.

Reena, thanks for taking some time out for the show. It's so great to see you. It's really good to see you too, Steve. Congratulations. You just celebrated 20 years of the FT Innovative Lawyers Program. Congratulations. Sounds like it was quite the party.

## **Reena SenGupta**

Thank you very much. We had 400 people descend on the Peninsula Hotel in London two weeks ago, and it was magnificent.

## **Steve Poor**

I hope they behaved themselves. You put 400 legal professionals or people associated with the legal profession in a room, and there's always a risk.

## **Reena SenGupta**

Well, we did have some controversial comments, because we had the chair of Paul Weiss, the chair of many of the top US law firms, and also David Wilkins from the Center for the Legal Profession at Harvard University. So you can imagine the conversation ranged from not just innovation to geopolitics, society, the fragility of law firms. It was very, very intriguing and sweeping.

## **Steve Poor**

Just putting Brad and David in the same room has got to set off some interesting discussions, let alone the other people involved.

## **Reena SenGupta**

Absolutely. And it was global. So we had the chairs of some of the top Chinese law firms there, you know, the South Koreans, the Japanese as well as the Europeans. So it was a pretty eclectic meeting, and also, obviously, chief legal officers and heads of law firms, and, of course, the CEOs and founders of what we call the third pillar of law, you know, the ALSPs and the law companies and the legal tech companies. So that was exciting.

**Steve Poor**

Did you have folks from the big four?

**Reena SenGupta**

We did. We did. We had Deloitte, PwC, we had, we had them all. EY and KPMG, yep.

**Steve Poor**

Well, that's an amazing event. Amazing event. So you recognize some of the top leaders in the change over the last 20 years. The one person you excluded was yourself. And if I was going to put together a list of the people over the last 20 years that have facilitated and driven and analyzed the evolution of the legal profession, you would be, if not at the top, certainly one of the top two or three.

**Reena SenGupta**

Well, that's very nice for you to say, Steve. I always kind of think that, you know, my job is to give a platform and a voice to the innovators. And I guess when we started off in 2006 was actually when we had our first report. We actually started the program in 2005 there were only two law firms in the world that had the word innovation on their websites. So at the very beginning, it was very much me trying to impress upon people that this was a good idea. And, you know, and trying to combat the whole "but innovative lawyers is an oxymoron." This definitely is not going to fly, including some of my very good managing partner friends. But, you know, roll on 20 years, and the idea has taken root and and it's been extraordinarily exciting to actually be able to build this community of people that want to think differently and improve the way that law is done and practiced and delivered and I do remember Steve, when I first met you guys at Seyfarth Shaw, and we started our innovative Lawyers Program in 2010 in North America. And when we first got asked the initiatives for Seyfarth Shaw, you were talking about things, that really bowled me over. So it was exciting coming back again. You were talking about six sigma and lean and applying those principles to law firms. And actually nobody had done that, and people had even more than that. People had said that was impossible to do, and there you were proving that it could be done. So it's yeah, no. Thank you very much, but should something this fun be called a job?

**Steve Poor**

It's the best job in the world when it's fun as well, isn't it?

**Reena SenGupta**

Yeah, yeah, absolutely.

**Steve Poor**

You're a history major, and yet, you've had an enormous impact on the legal profession. What drew you to the legal profession and what's kept you there? Tell us a little bit about the journey you took to where you are today.

### **Reena SenGupta**

So I studied history, and I guess I had thought about becoming a human rights lawyer. I was actually interested in law, but and I was interested in sort of human rights, and I did a lot for Amnesty International when I was a student, but then didn't become a lawyer, because I ended up going into business. Had, you know, I had to go into a family business that was doing really badly, my dad's business, and for three years I worked with him, and that kind of completely changed my view on lawyers and various other things. But my, my true passion had been journalism and writing. And I guess I felt, to be honest, I fell into working for Chambers and Partners, and I ended up running the Chambers Guide and turning them into a ranked book. So I invented the research methodology for Chambers in 1995, and I guess I built that book into being the leading ranking of lawyers by 2001 and then I set up my business, and so I kind of got into the legal community. And I really enjoyed it, because I was, you know, I'd had that kind of idea of the law and that idea of journalism, and then suddenly there was something that could put the two things together, which was legal journalism, really. And that was that that seemed to be a marriage of two kind of passions. And I guess the thing about writing about lawyers is so much better than writing about anything else, because the product of a law firm is people. So you're talking, we were writing about psychology and behavioral science, and you know, now we write about innovation, and it's a really great and creative topic to be writing on. And I say, really, I'm an entrepreneur, really, I suppose, from that small business I ran for my family to setting up RSG in 2001. It's sort of in the DNA. And we're still going forward. You know, we are still thinking about different ways to assess lawyers, to try, try and drive the profession to be more creative, more innovative all the time. And I want to think about innovation, I suppose, is that it's always new. It never gets stale, which is probably why it's been going for 20 years the FT program. But for us, it sort of changed our business. And now we get to talk to partners in-house legal teams, legal tech companies about how they can do what they are doing better, and that's always fresh.

### **Steve Poor**

So let me pick up on something you said. You said working for your dad's company changed your view of lawyers. Okay, yeah, I gotta, I gotta, I gotta ask. How did it change your view of life? I'm not sure if that's, I don't know if it's good or bad.

### **Reena SenGupta**

Well, it wasn't great, actually. So this was so I went, I finished my degree, and literally went in to help him. And he had double mortgaged his house. He was about 60 years old, and it was sort of in the days of, sort of tail end of the Thatcher era. And people were lots of people going into business, and they shouldn't really have gone into business. My father was an engineer. Anyway, he bought this business, he double mortgaged his house. And frankly, it was an awful time, you know, we were looking at bankruptcy, losing the house. So I went around a lot of lawyers in the City of London, a lot of bankruptcy and restructuring lawyers, talking to them about what could be done. And what I realized was that my, you know, when my father had acquired the company, he'd had the most god awful advice from his lawyers. And as I started talking to more restructuring lawyers, I, you know, even at the tender

age of 22 I kind of was getting into meetings where I knew more than they did, and they just weren't hugely impressive. So I remember thinking, No, the law is not for me, and actually for getting the bug of business, really, and wanting to work in business and actually make the business rather than sort of document the business.

### **Steve Poor**

There's nothing that'll teach you more about the practice of law than being a client. I can remember I used to hire lawyers for the firm back when I was in charge, and I was like, my god, I hope my guys don't do it this way. Yeah, it's the experience is really meaningful. So you start, I want to pick up on something else. You said, you said you started in 2005 with the innovative Lawyers Program. And I think you said two law firms had innovation on their website. Yes. So what was the, what was the idea? What was the light bulb that went off that said, this is something that's going to be important in the industry.

### **Reena SenGupta**

So when I started RSG in 2001 I started my business not really knowing what I wanted to do, but just knowing that I had a huge network in the legal profession from my chambers days, and knowing that I didn't want to work for anyone else, that was my business plan. And well, it's work. Well, I and I knew a lot of the Magic Circle firms, and obviously quite a few of the white shoe firms in the States, and they hired me in those early days to do customer relationship management. So I'd go and talk to their clients. I'd sit in front of these general counsel and say, Well, how do you find your law firms? And these general counsel were not happy. This is 2001, 2002, 2003. They would basically say, "Well, my lawyers do X, they do Y. I don't want them to do this. They don't really understand my business. They're not on time, on budget, on spec." There were so many basic kind of complaints that they had. And I would do these reports for these law firms. And then they would say, "Oh, that's very interesting. Reena. That's very interesting," and do absolutely nothing about it, and then hire me again the following year to do exactly the same thing. And I was just thinking, this is, this is embarrassing for me. And I thought, how could such a supplier driven market continue? You know, it was too ... it couldn't last forever. And, you know, you could see, anyone reading the newspapers, could see that tech was coming down the line. Everything was going to get digitized. And also, I was thinking, how do these law firms also differentiate themselves? Because they were all the same, and the market was getting, was beginning to get more competitive. You know, there was the challenge at that point of internationalization for the big firms. Should they stay in one market, become best friends, internationalize. You know, globalism was sort of becoming a real thing, and within all of that context, and I was so immersed in it, I was just thinking, how do they differentiate themselves? How do they make themselves better the law firms? And I thought, the only way they're going to be able to do that is by innovating. And the FT I've been writing for, the FT, when I set up my company, and I've been writing for the law and business page. And so, you know, thinking about some of these issues, writing stories about the hourly rate and various other issues in the profession, and the FT wanted to do a ranking of lawyers, and they wanted to do on the money. They said, Let's do it on how much lawyers earn. I said, there are so many rankings on how much lawyers earn.

### **Steve Poor**

Oh, that's boring.

**Reena SenGupta**

Yeah, it's a yawn topic. Let's do it on innovation. Of course, they went same thing as everybody else said, Come on, Reena, lawyers aren't innovative. Are you sure? And I was absolutely ... It was like something I knew in my gut that this was the right thing to do. I even talked to Michael Chambers about it at Chambers, because I was very loyal to Chambers and had created that. And I said, "Do you want to do this with me as well?" And he said, same thing: "Lawyers aren't innovative." That's not going to fly, you know? So I said, "No, no, no, they are." And I was convinced that this would be something that lawyers would end up having to do, that innovation was something that would come it's not the same with innovative accounting. See, one of the other things we looked at, people would say, Well, if you want to have an innovative accountant, you sort of think, by definition, that that's kind of a fraudulent one or one that isn't sort of following the rules, right? Whereas an innovative lawyer now, I mean, we have redefined it, you know, is something that's creative and doing things better. It's interesting how it has a different meaning in different professions or a different connotation it can have, but luckily, it stuck as a positive one.

**Steve Poor**

So how do you define innovation now? You said the definition has changed. In some areas, it's a buzzword, but it means something very substantive to you, I think.

**Reena SenGupta**

Yes, it does. It's a really good question, because, actually, I still think it's something that's worth debating, because a lot of people conflate innovation with technology, and using technology for a lawyer does not make you innovative. And we've never done that with our FTE reports. We've looked at it in the practice of law, in the business of law, and in how lawyers comport themselves in society, you know? So we've looked at these sort of three areas. It's a very holistic way of looking at it. We look at, you know, you were an innovative leader in our in our list, Steve and and so we look at leadership, innovation in law firm leadership, innovation in legal department leadership, as much as we look at efficiency, business models, department structure, there's, there's all of these things that come together. And I think in in the law, because it's a service industry, our criteria for assessing is originality, leadership and impact. So how original? How new is something that somebody's done, and what is its impact? And is its impact replicable? It's got to be replicable to be an innovation. And what you often get, and we do see a lot of this in the FT program, is point solutions, you know, something that's for one client, which is very commendable, but it's not really replicable or scalable. So the great innovations are scalable, like Marty Lipton's poison pills, probably one of the, still the most famous sort of legal innovations. Right there at the top of the list. Yep. Sure, yeah. So the reason we put the leadership quotient in that in those three is because it's a service industry, so you're looking at the behavioral component of what the innovation is. And, yeah, I mean, you know, like when we started. I mean, you know, we had submissions from law firms where they had issued all their partners BlackBerrys, and that was their use of technology innovation.

**Steve Poor**

I remember those days.

**Reena SenGupta**

Yes, exactly, so and now we're looking at, obviously, how are firms going to be changing their business models under generative AI, and how are they getting rid of huge swathes of tasks and looking at a different way? And, you know, looking at running themselves as technology companies, or running themselves as legal as a service type companies, you know the I would say that there's been more change in the last two years than there have been in the previous 18. We're thinking about this two decade period.

**Steve Poor**

The impact of generative AI has sort of been amazing, hasn't it, on the thinking of whether you're actually using it, whether you're using it to its full potential, whether you actually understand how to use. It's caused law firms to begin to think deeply about some of these issues you've been focused on for a long time. I found that very interesting.

**Reena SenGupta**

I think, you know, the leadership engagement has been phenomenal, and you and I might have been at the same dinner, but I remember we used to have these managing partner we still do have these managing partner dinners. And we had one in New York, and there was a law firm leader that's talking about technology, and this is back in 2012 and they were saying, Look, we'll get with the technology, you know, we'll have the time to adapt. And I remember thinking, actually, will they have the time to adapt?

**Steve Poor**

Oh, I remember this dinner. I think I was there, yeah.

**Reena SenGupta**

And I remember thinking I would write my book as time to adapt a question mark, like Richard Susskind would have to say, the end of lawyers question mark. And you would always complain that people forgot about his question mark. And but what I have seen in the last few years is that lawyers are adapting. You know, they are the mindset change in jobbing partners in the heads of practice areas in law firm leaders. Is extraordinary. And Chief Legal officers, you know, there has been an embrace. I mean, they've got all these stats about the adoption of ChatGPT, which has been faster than any other technology in its first three months. And I think you're seeing that in the legal sector, the AI adoption has been faster than the last two years, and any technology that's come before it.

**Steve Poor**

Yeah, I'm curious, how do you attach the significance of the pandemic to the that also seems to me to be a moment where law firms had to rethink how they manage their people, how they structure their service delivery, how they use technology. And it proved to my way of thinking, it proved the ability to adapt and change, maybe not on a moment's notice, but on a very short time frame, which, to my way of thinking, laid some groundwork for the ChatGPTs and the generative AI Big Bang, yeah. Do you see it the same way? Have you seen the same thing, or do you see it differently?

**Reena SenGupta**

No, I totally agree with you. You know, Satya Nadella, Microsoft said 2 billion people went digital overnight post March 2020, and that is so true. And that, you know, at the heart of that was the legal sector. We went from doing 95% of all our interviews and our research team was done via voice calls on the first of March by the you know, first of April, 90% of them were all video calls and just and that's a very small thing, but I mean, the speed of it was extraordinary. And I think firms that transition to the cloud, the transition to sort of Microsoft Teams, and those different basic digitalization of all of the working processes certainly was accelerated by code. It's funny, you should say that actually, Steve, because we were working on a timeline, we didn't get it ready in time enough for the FT special report that came out two weeks ago, but a timeline of legal innovation and the turning points. Being the historian that I am, I was very into putting this together.

### **Steve Poor**

Oh, that's fascinating. Wait, when is when is it coming out? I've got to look for that...

### **Reena SenGupta**

I'm still sort of working on it, but COVID definitely would have been a turning point, a significant turning point, I will say, actually, the other turning point was going back a bit. You know, we started the program in 2006 was 2008 was the credit crisis. Because I do think if we hadn't had the credit crisis and the ensuing recession that our Innovative Lawyers Program wouldn't have lasted, because you had a whole shift actually in the profession. So firstly, you had lawyers doing unbelievable new things. You know, the practice of law was full of firsts and full of legal innovation. But then you also got this real focus on efficiency, this idea of more for less within the client, and a complete transformation of the General Counsel between 2008 and 2012 into really being able to exercise that purchase of power that I had missed in the early noughties, when I had been doing my CRM work and early RSG consulting. And that was a period I think that's, that's really kind of significant. And then you obviously, you had the years of austerity, and, you know, the different things were happening in the world, and the world becoming a little bit more unruly, as some people call it, or uncertain, and all of those cliches around the new normal also generated work and a different kind of context in which Lawyers operated.

### **Steve Poor**

When you started having, you're bringing back all kinds of memories, having lived through it as well. You just finished your 20th anniversary. You had 400 or so legal leaders from around the world, from China, from South Korea, from UK, from the States, all over the place. In 2005, did you think it would turn into something this powerful?

### **Reena SenGupta**

No, that is the honest answer. I actually at the event, I did tell the unofficial story, which was I was a bit fed up, and I'd gone to I'd taken a sabbatical, and had gone to Hollywood, actually, and I was doing script writing for Tobey Maguire, the actor that played Spider Man in those films. And I was really enjoying it. And I was that red Ford Mustang driving up and down Hollywood Boulevard and writing and writing scripts. And instead of reading the Lawyer magazine every Monday, I was reading Variety magazine. You know, it was absolutely amazing. And then they hired another intern who was 21 years old from UCLA, and I was 37 and I looked at her and I was thinking, Christ, I'm not going to become a

panelist script writer in Hollywood. What I really need to do is go back and make lawyers more interesting to me. And...

**Steve Poor**

Well, I don't know. The idea of a red Mustang convertible going up and down is pretty tempting.

**Reena SenGupta**

It was tempting, and it was really i. So I actually thought that I would refashion my business and do innovative lawyers for half the year and then go out to Hollywood for the other half year and do script writing and make my films. And the thing was, the very first report I did was so exciting. It was so interesting. And I really was meeting, you know, we were trying to meet lawyers like you, that were thinking differently and doing things differently, that I started thinking, Gosh, this is really, really fun. And so it completely flipped my mind on the business. And then it became a sort of full time thing, and I started committing to it. But you know, as I say, in the early years, you know, we, I mean, at RSG, we weren't making any money from Innovative Lawyers. My accountant used to say, this program, you've got putting more time into it than your consulting. Shut it down, and I'd be going and you know, it's not earning you any money. I go, Oh, it will one day.

**Steve Poor**

Oh, good to have faith and rewarded.

**Reena SenGupta**

Yes.

**Steve Poor**

So, you're all about looking ahead, about what's next, yeah. I mean, yes, you assess what's currently going on and everything else, but RSGI is about, really about looking ahead. So take me out two or three or four years. Where do you see the biggest change going in the profession? You listed a whole bunch earlier. Business model changes in technology, leadership changes. What's it going to look like two or three years from now?

**Reena SenGupta**

So, I love this question, because this is all, as you said, rightly say, this is all we think about. We actually have a framework we put out called evolutions in the practice of law, and we've got, we chart about six or seven of them, and we've been doing this since 2021. I think what you will see, you know, some of the the edgiest one I start with, is you're going to see a change in ownership of law firms. You're going to see, you probably saw Wim De Jong and David Morley, the previous leaders of Allen & Overy, have just set up a firm together where they're facilitating private capital investment into the legal sector.

**Steve Poor**

I saw that, yeah.

**Reena SenGupta**



Now they may be looking at the small, medium sized end of it, but they firmly believe that they'll be able to scale, you know, the professional services business model to be competitive with the big firms, and it's already happening. You can see different parts of it all over the all over the industry. GRANT board, for example, in the States, has taken them private equity funding to build its business out there, and you're seeing things like, you know, Harbor Consulting. This HBR with a few other consultants, got private equity backing to try and build legal consulting. Now, of course, you can do that with lawyering, and that is going to be interesting. I think you are going to have business model change. And I mentioned this idea of legal as a service or law firm seem run more as technology businesses. I think you're going to see two things happen: You're going to have two models together. You know, as I mentioned, we talk about the business of law and the practice of law. I actually think this is going to converge far more. So you're going to have, I think, a subscription engine business within law firms, wrapped around with an advisory element, and we're already seeing so many law firms productize what they do. We've been charting this since 2012 the productization of legal services. And so the firms are already experimenting with subscription models, with different kinds of products in different practice areas. And I think this will kind of accelerate, because the wonderful thing about Gen AI has made it very possible to do this. And to, you know, it's possible to do this for not that much money, and you're already beginning to see firms invest a lot more into R&D, like technology companies do, and to start thinking of themselves as different kinds of entities. So there's that's just some of the things. I mean, one of the trends we've seen, and again, it's accelerating, is the idea of law firms are not just about lawyers, you know, they are about the other business professionals that work in them and them being treated as equal citizens. You know, I always say the idea of the non-lawyer is, is only in the legal profession. Don't get that term anywhere else.

**Steve Poor**

Don't go to the doctor's office and see the non-doctor.

**Reena SenGupta**

Exactly, you know. So I think, and that multi disciplinary firm, I think we've, you know, maybe sort of step one, it's already sort of happening. But you're, you're seeing firms say, such as fresh fuels, they've hired this head of innovation in Silicon Valley, who used to be the head of innovation at Deutsche Bank. These very, very high powered business professionals that are coming in and being tasked with changing the law firm business over a six month period. You know, the timelines have really condensed, and that's what I mean about the mindset change. If there's one thing that's that's really moved is the mindsets of law firm leaders, of partners, of in House lawyers, to think about themselves differently if I think about how they're thinking now, I suppose that's what the reason is so extraordinary to me is that, as I said, you know, 20 years ago, the word innovation was controversial.

**Steve Poor**

It was. Fill out a little bit more on the mindset change as you look at leadership. You need this mindset change. Are there skills or qualities of law firm leaders that are different today than there were 20 years ago that are baseline requirements to effectuate this mind shift?

**Reena SenGupta**

Yes, the model of law firm leadership, I think has always been a little bit suspect, the idea being that you...

**Steve Poor**

Little bit?

**Reena SenGupta**

A little bit, yes.

**Steve Poor**

You're so kind.

**Reena SenGupta**

Your highest fee earner, who may not necessarily be your best manager or your best leader, and you put your highest fee earner generally into the role of senior partner or global chair or whatever. And I mean, that's been shifting law firm management leadership has been professionalizing people like David Wilkins, who mentioned the very beginning, you know, his center of law has done a lot to say, actually, law firm management is a discipline. It is a profession of its own. It's professional kind of job. And so for the mindsets been changing, where I think it's really accelerating now is, I think you do have leaders that have to be digital themselves. You know, this idea that you you can get away without understanding this technology has gone. So you're seeing a lot of law firm leaders jump into the weeds of it all, you know, jump into the trench and get their hands dirty. You know, there's a CEO of a firm in Australia, for example, built his own kind of agent to help with his leadership. And he starts saying, you know, this is scaling my leadership. I was talking to a partner who was the head of real estate at a UK US law firm who said to me, Well, we know, actually, I've got to think about data. Should I buy the land registry? This type of entrepreneurial statement that would never have come out of any kind of legal leader a few years back. So you're seeing, you're seeing that just on the R&D, you've got firms like McDermott will and Emory, you know, funding the legal tech fund, you know, mapping massive amounts of money into just experimenting. Law firm leaders would never really have done that, you know, you'd have had that short term take out of profits. But that's sort of going and actually, you're getting whole partnerships that agreeing to this investment, and I think that's, that's really, really, you know, a big difference, even to five years ago.

**Steve Poor**

No, I think that's right. I think you've put your finger on it, it's, it's such a fascinating time to be part of looking at and analyzing the industry. Are you optimistic or pessimistic about the continuation of this change dynamic in the profession?

**Reena SenGupta**

I am really optimistic. Steve, and I do a lot of these talks, and I am not pessimistic about it. And I do there are, I do sort of sit with some Cassandras on the panel, and I say, actually, I do think that AI will make the practice of law a more enjoyable one, and it will return it in a funny sort of way, to what it was about 30 years ago. It will be more intimate, more human at the advisory end of it. And you will get, I think, a pressure will come off the business model, in a way, because at the moment, law firms are very

event driven. They bill and they do some work, they bill and they're always chasing the client, you know, if they have part of their businesses now built around subscriptions or recurring revenues, you know, around the whole idea of the product, that takes that angst away, while at the same time, the advisors are able to actually be more strategic, more empathetic, more client focused, less, You know, they won't be doing the sort of drudgery type legal work all the time. And I really don't buy into this idea that actually you've got to be doing these 10 years in an underground basement, redlining documents to actually become a good lawyer. I think the fact is, your advisory or human lawyer will be way more of a strategist, in which case you're going to have to have to train them differently anyway, because it won't be so much about capturing the errors and the details and that type of thing. It'll be much bigger picture.

### **Steve Poor**

We're running a little bit over time, so I apologize, but I want to follow up just on that, on that point, because one of the issues about is, how do you train I agree with you completely that professor is going to become more human than more technology driven. Technology becomes a baseline and the human characteristics what people are prepared to pay for, yeah, but that requires rethinking how we train and develop and move away from an apprentice style, sort of learned by osmosis. Are you seeing anything interesting out there in terms of different ways of training or developing or or at least thinking behind how we can restructure how we form lawyers in this in this environment?

### **Reena SenGupta**

Yes, we are thinking that. It was a big topic of conversation at our event. You know, the law schools aren't quite keeping up that we need to bring them way more into the discussion and the equation. But you are seeing firms rethinking their education and their training modules and actually, interestingly, using generative AI to train their lawyers. There's a nice examples we got from a couple of law firms, just from a really simple level, about using generative AI to get their lawyers to write better, to write in clearer language and to write less legalese. And to take the best writings and the best precedents of their partners and replicate it all the way down through the law firm, and that's sort of being done through generative AI. So there are creative ways actually to bring generative AI into the training equation, but I think you are going to see this focus on soft skills. And lots of law firm leaders are saying, right, that's what we're we're needing to go for. I mean, I think, you know this idea that the Rainmaker, you know, who made the Rainmaker, the very client focused lawyer, is only some of the firm will disappear. I think those people will become more of that advisory piece. There's probably not going to be that popular. But, you know, I'd always used to talk to managing partners to go, oh, well, so and so is very, very good, but they're a backroom lawyer, you know, they we just keep them in the back room, just just looking at documentation. Now, they probably still have a role, but they might be in this subscription engine. They might be doing something different. You know, the kind of advisors, I think will be ones that can walk in their clients shoes, which is a comment that means I got through my from my chambers days, the best lawyers in the world can walk in their client shoot, and it's the same today. So a lot of the time, I think that will be freed up by Gen AI will be put back into the lawyers, acting more as the counselors, the more holistic, multi disciplinary counselors. So you're seeing firms bring in adjacencies already, because they're realizing that clients have problems that require that multidisciplinary solution and that multidisciplinary mindset. And I think that one of the best comments I ever heard was from a general counsel of ABM bevia, guy called John blood, who said the thing that he

looks at as a client is that, you know, they have complex problems, and their problems don't have name tags.

**Steve Poor**

Oh, I love that.

**Reena SenGupta**

Yeah, it's a lovely quote, because, actually, law firms are very much about giving themselves name tags. I'm an M&A lawyer, I'm a litigator, I'm a IP lawyer, you know, and but actually, problems of clients don't have those name tags. They're going to need that kind of integrated, multi disciplinary, multi sector approach. You know, you're looking at the whole convergence of industry sectors. And when you look at what's happening all around the lawyers, you know they're going to have to be different anyway. That's been the trend. And Gen AI is just, just accelerating that. And so yes, I think you will be looking for people that have got that broad based, broad picture view.

**Steve Poor**

Well, it's a fascinating time to be in the profession, and a fascinating time to be watching the change. And there's nobody driving change better than you are. So thanks for that, and thanks for making time for us today. Reena, I really appreciate it.

**Reena SenGupta**

My pleasure entirely.

**Steve Poor**

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