

Legal Operations

- mit KI zur smarten Rechtsabteilung

Opener

In a nutshell...



In Zeiten agentischer Systeme können Rechtsabteilungen die **Entscheidungsintelligenz** von Unternehmen erhöhen und ungeahnte Mehrwerte schaffen, indem sie **Dark Data** erschließen, **autonome Workflows** erschaffen und diese überwachen.

Who is speaking ?



Kai Jacob

Co-Founder & Co-CEO
Liquid Legal Institute e.V.

Zu meinen bisherigen Berufserfahrungen zählen eine Tätigkeit als Rechtsanwalt bei Lufthansa Systems, gefolgt von einer Position als Global Vice President bei SAP und zuletzt als Partner sowohl bei Deloitte Legal als auch bei KPMG Law.

Derzeit bin ich als Co-Founder & Syndikusanwalt bei der Legal Data Analytics GmbH tätig. Unser Hauptaugenmerk liegt darauf, die Rechtsbranche durch den Einsatz von KI-gestützten Lösungen und strukturierten juristischen Inhalten neu zu gestalten.



Together We Design the Future of Legal



Liquid Legal Institute e.V.

A global think tank shaping the future of legal systems.

independent & non-profit

1500+ members

international

cross-sector ecosystem



The Liquid Legal Institute

Building a unique community of digital leaders in the legal market

1500+ Members



The Liquid Legal Institute



The **Liquid Legal Institute e.V.** is an independent, non-profit think tank headquartered in Germany with a growing global community.

We bring together legal professionals, technologists, academics, public sector leaders, and innovators to **rethink and co-create** the future of law.

Our work is rooted in collaboration, systems thinking, and a **deep commitment** to a more human-centered, tech-enabled and resilient legal ecosystem.

With **1500+** institutional and individual members from across Europe, the United States and beyond, the LLI serves as a trusted platform for legal innovation, cross-sector dialogue, and strategic foresight.

As a neutral, community-driven platform, the LLI enables pioneering initiatives such as the Digital Leaders Exchange, the Liquid Legal Summit, and the Legal Foresight Office – all with the **aim of advancing legal transformation** in a way that is collaborative, practice-oriented and future-ready.

The Liquid Legal Institute

MANAGEMENT BOARD



Dierk Schindler

Co-Founder
& Co-CEO,
LLI e.V.

VP Legal, Mobility
& Legal Innovation,
Robert Bosch GmbH



Kai Jacob

Co-Founder
& Co-CEO,
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Co-Founder,
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Analytics GmbH



Bernhard Waltl

Co-Founder
& Co-CEO,
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Managing Partner,
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A&O Sherman



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AK Legal Design



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öffentlichen Hand



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Research Assistant



Romy Wolf

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Katinka Engers

Back Office



Carola Englmeier

Back Office

INTERNATIONALIZATION

Our LLI Ambassadors

Our Ambassadors extend the reach of the Liquid Legal Institute across regions and sectors. They **connect** local ecosystems to our global **community**, foster strategic dialogue, and represent the Institute's mission **internationally**.



**Robert
Dilworth**
North America



**Baltasar
Cevc**
Eastern Europe



**Tatiana
Caldas-Löttiger**
Northern Europe



**Elisabeth
Von Bawey**
France & Switzerland



**Jim
Chiang**
US West Coast



**Thomas
Barothy**
US East Coast



**Katharina
Bisset**
Austria



**Inês
Portela**
Portugal

Any LLI member can become an Ambassador — including through self-nomination.

We look for individuals who share our mission, credibly communicate our transformational goals and help amplify our voice within their organizations and regions.

If you see opportunities where we can support you in this role, we are always happy to help.

**Got any questions,
opportunities or nominations?**
m.englmeier@liquid-legal-institute.org

The Liquid Legal Institute



FOCUS

Legal Foresight & Transformation Architecture

CONTENT

WORKING GROUP

**People &
Organizations**

WORKING GROUP

**Processes &
Methods**

Compliance Ops

Law Firm Ops

WORKING GROUP

**Data &
Technology**

Legal Ops

WORKING GROUP

Laws & Policies

Justice Ops

Gov Ops

DLE [at] LLI

**Digital Leaders
Exchange
(DLE)**

Publications, GitHub, GitBook & Knowledge Hub

SERVICES

**Legal Foresight
Office (LFO)**

Events

**Workshops &
Keynotes**

Student Chapter

INTERNATIONALIZATION

LLI V

Ambassadors

Hackathons

FUNDING

Membership

**Sponsoring
& Fundraising**

Liquid Legal Fund (LLF)

CONTENT

The Working Groups



Our four Working Groups form the framework of the LLI's work and form our content engine. Guided by two **Co-Leads**, our members initiate and develop projects, explore emerging challenges, and collaboratively produce publications and other artefacts that shape our collective work.

People & Organizations



Explores how people, culture, leadership and collaboration shape legal transformation and builds the skills and mindsets needed for a future-ready ecosystem.

Processes & Methods



Advances practical approaches to legal operations by developing methods, tools and process models that make legal work more efficient, consistent and scalable.

Data & Technology



Examines emerging technologies and data practices, translating technical developments into actionable insights for digital enablement and innovative legal service models.

Law & Policies



Analyses regulatory trends & legal frameworks, turning complex developments into clear guidance that supports sound governance and forward-looking policy design.



**Josia
Splitt**

Shift Happens



**Martin
Reichetseder**

TGW Logistics



**Klaus
Gresbrand**

Deloitte



**Carolin
Kothe**

KPMG Law



**Elisabeth
Hueck**

Hubert Burda Media



**Sybren
Raaijmakers**

Contractuo



**Rainer
Markfort**

Dentons



**Julia
Fitzner**

PD

WE'RE A
DO-OCRACY

CONTENT

Working Group **Formats**

Our Working Groups use a set of collaborative formats that allow members to explore emerging topics, test ideas, and turn them into tangible results. Core formats include:



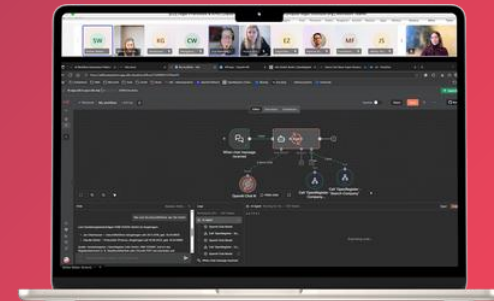
Project

Member-initiated, time-boxed collaborations that work towards a shared outcome – for example a white paper, practical guide, prototype, or policy recommendation. Projects bundle expertise from across organizations and create artefacts others can reuse.



Roundtables

Moderated series of conversations around a specific topic. Roundtables bring together practitioners, vendors, and academics to share experiences, challenge assumptions, and identify gaps that may later develop into projects, labs, or workshops.



Working Sessions

Hands-on working meetings and labs where smaller groups advance concrete tasks: drafting frameworks, testing tools, refining methodology kits, or preparing publications. These sessions are the place to turn “work in progress” into shareable outcomes.

WORKING GROUP "LAWS &
POLICIES"

Law Law Labs & Law Law Land 2026

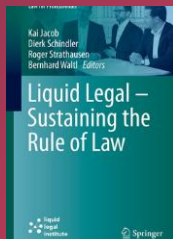
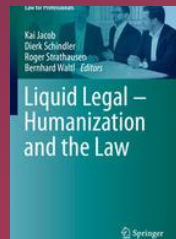
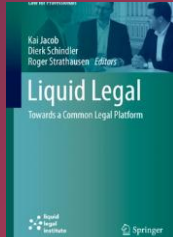
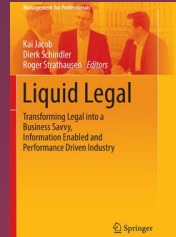
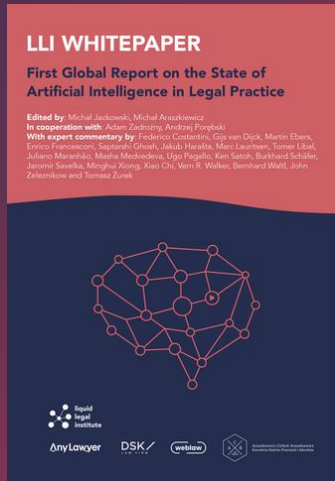
LAW LAW LAND

18./19. September 2026



CONTENT

Selected LLI Publications

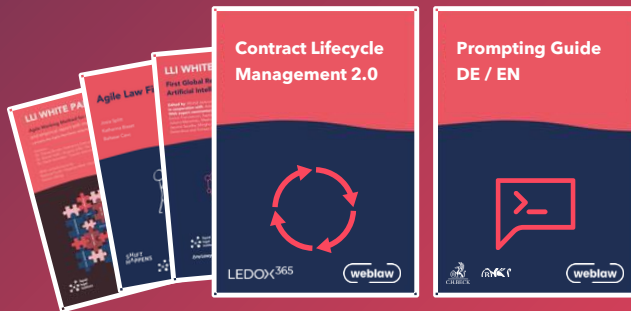


Publications 2025

- Springer Series | Liquid Legal - Sustaining the Rule of Law
- LLI Whitepaper | Contract Lifecycle Management – How to select the right platform? (2nd Edition)
- LLI Guide | Prompting for Legal
- LLI Whitepaper | Legal Innovation
- LLI Whitepaper | Second Global Report on the State of Artificial Intelligence in Legal Practice

Publications 2026

- LLI Whitepaper | Legal Frontdoor
- LLI Guide | Prompting for Legal | 2nd Edition
- LLI Whitepaper | Contract Layering
- LLI Whitepaper | Notfallkit für Kanzleien



<https://notfallkit.liquid-legal.org/>

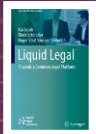
| Tackling foundational topics - the LLI-Book-Series

Shaping the Future of Law Together



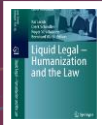
#1 / 2017

“TRANSFORMING AN INDUSTRY”



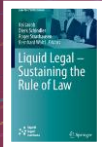
#2 / 2020

“TOWARDS A COMMON LEGAL PLATFORM”



#3 / 2023

“HUMANIZATION & THE LAW”



#4 / 2025

“SUSTAINING THE RULE OF LAW”

#5 / 2027

“LEGAL FORESIGHT & A TRANSFORMATION ARCHITECTURE”



Dierk Schindler



Lina
Kessler



Bernhard Waltl



Roger
Strathausen



Kai
Jacob

WE DO
EVENTS

SERVICES

LLI Events - where the ecosystem meets



Throughout the year, we host formats that combine content, networking, and experimentation – from flagship conferences to focused innovation labs. Selected flagship events:



Liquid Legal Summit & Night

The LLI's flagship event on legal transformation, bringing together leaders from law, business, technology and the public sector.



Munich Legal Hackathon

An interdisciplinary legal innovation hackathon where students, young professionals & legal technologists collaborate on real-world challenges



LegalXChange Conference

A legal tech-focused conference connecting policymakers, practitioners and innovators to explore technology-driven change in law.

www.liquid-legal-institute.com

Munich Hacking Legal

powered by Siemens AG

Some stats

- 3 partners: TUM, Start Munich, Legal Tech Colab, and LLI
- 2 main days & 1 reception
- > 400 applicants
- 115 participants from > 10 countries
- Siemens AG, BMW Group, Eltemate, and EQS as challenge sponsors
- Otto-Schmidt, Bundesnotarkammer, Google Cloud, Lovable, OpenAI, Liquid Legal Fund, LDA
- > 30 volunteers
- > 5 000 EUR travel stipendium by Liquid Legal Fund
- > 10 000 EUR prize pool



Legalxchange 2026

BMW Welt München, 28. - 30. April 2026



**LLI Vision, Content,
and Publications**



**GC Dinner with
experts from Justice
Legal and Compliance**



**LLI Community
Events: Run Club
and Student Night**

Liquid Legal Summit 2026



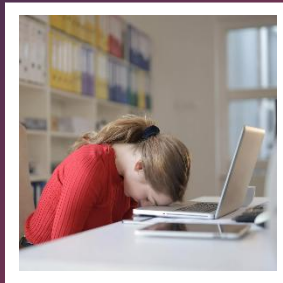
-  Legal Foresight
-  Transformation Architecture
-  Digital Sovereignty



...mit KI zur smarten Rechtsabteilung

Die neue Ära des Rechtes

Die Anwaltschaft legt seit jeher großen Wert auf Präzision, Umsicht und Beständigkeit. Heute agiert sie jedoch in einem Umfeld, das von Schnelligkeit, Unsicherheit und Umbrüchen geprägt ist.



VUCA

- Volatile, uncertain
- Complex, ambiguous

From FOMO to FOBO

- Fear of Becoming obsolete

Mood

- "The old world is dying, and the new world struggles to be born: now is the time of monsters"*

* Misattributed to Antonio Gramsci



Current crisis:

- geopolitics "Cartaz"
- economics
- technological
- societal



Organisations

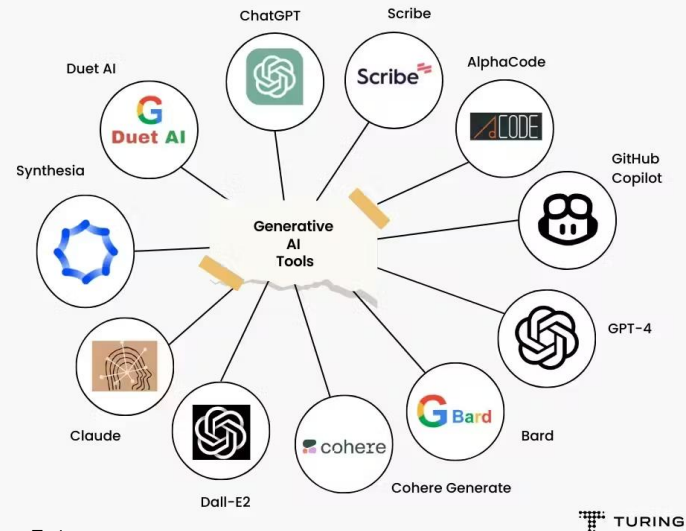
- re-inventing organisations
- new team structures
- from resilience to presilience

Um diesen Wandel zu verstehen, müssen wir über die bloßen Werkzeuge hinausblicken und das Umfeld betrachten, in dem die juristische Arbeit heute bestehen und sich weiterentwickeln muss.

A Journey...

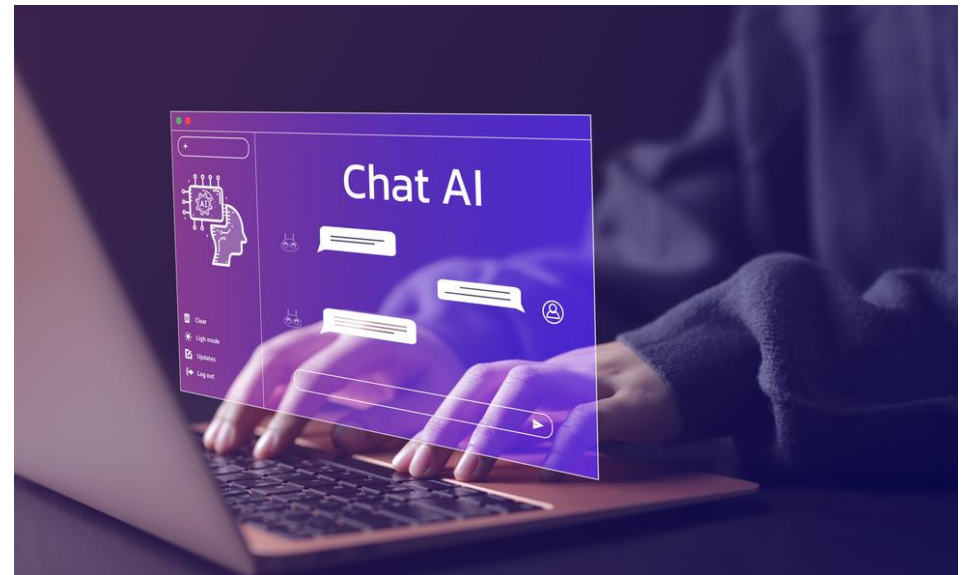
Vom nützlichen Helfer zum Agenten

Es begann mit dem Einsatz allgemeiner KI-Tools im Rechtsbereich...



Source: Turing

TURING

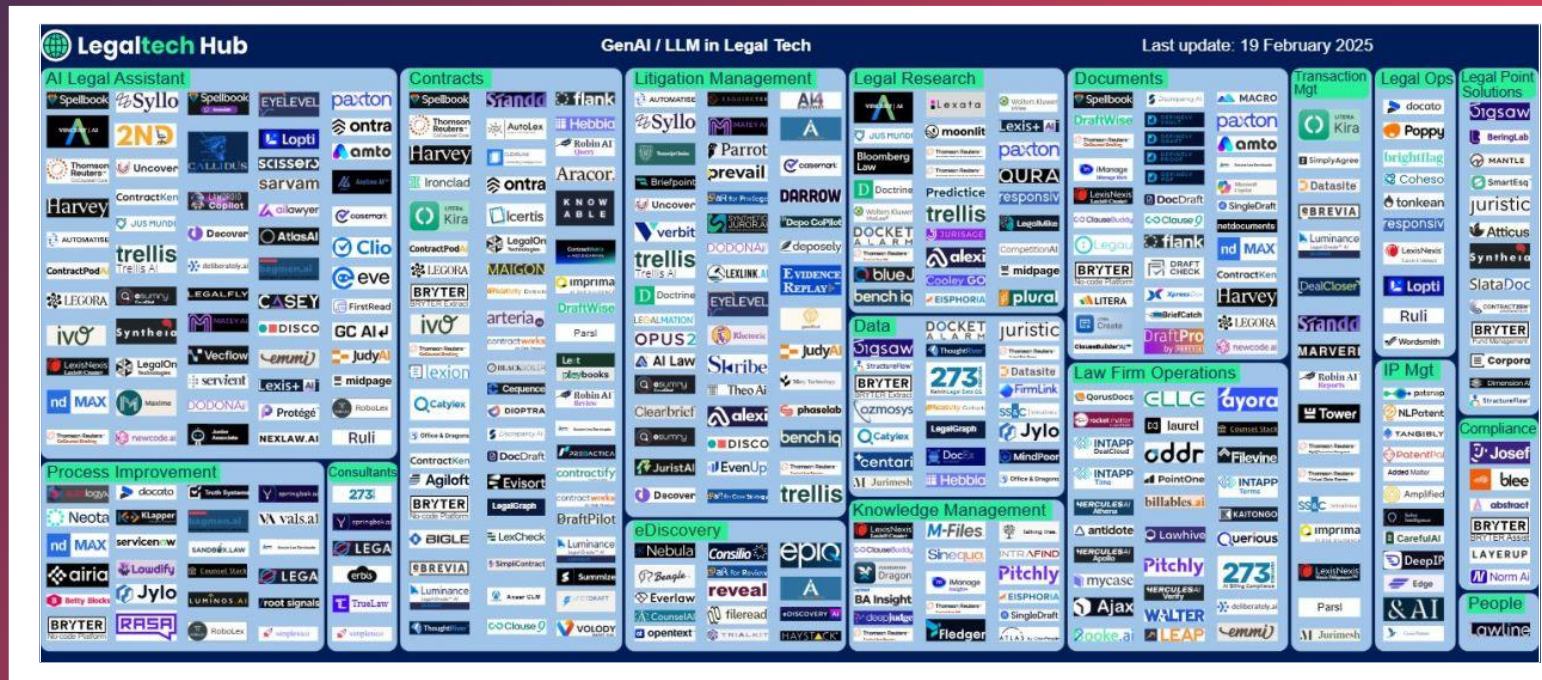


A Journey...

Vom nützlichen Helfer zum Agenten



...hin zu klassischem LegalTech „mit KI“...

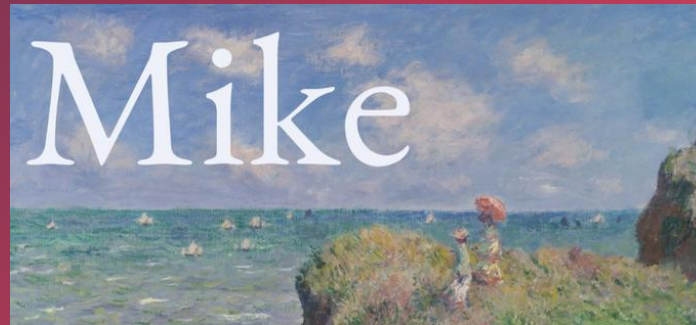


A Journey...

Vom nützlichen Helfer zum Agenten



...bis hin zu agentenbasierten Systemen: Mike OSS sagt: „Entwickelt und verwaltet euren Legal Stack selbst“, Claude sagt: „Nutzt meine leistungsstarke Plattform für euren Stack.“



Legora aOS

Legora aOS

Legora aOS

BUSINESS • News

OpenAI plans AI tools for finance, legal in race with Anthropic

OpenAI is expanding the functionality of its artificial intelligence coding agent for a number of professions beyond software engineering



By **BLOOMBERG** | wordpress@medianewsgroup.com | Bloomberg
PUBLISHED: June 2, 2026 at 9:37 AM PDT | UPDATED: June 2, 2026 at 9:47 AM PDT

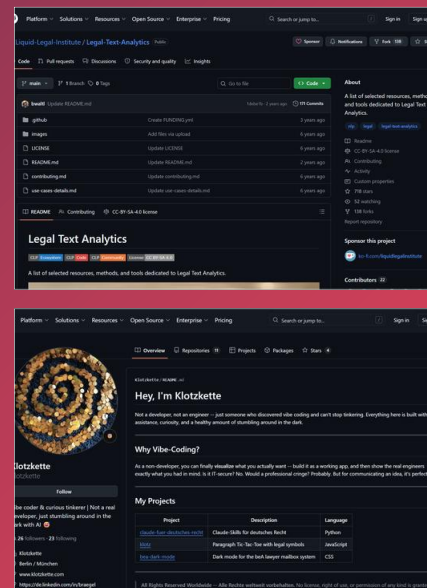
„Wir entwickeln eine AGI für den Rechtsbereich“ oder reden wir nur über Plugins und ein paar MCP-Konnektoren für die Legal-Tech Software?

A Journey...

Aus Software wird eine Rechtsinfrastruktur



Der „Future Legal Stack“ basiert auf drei Ebenen: proprietäres Wissen, gemeinsames Wissen und Spezialwissen der Fachverlage. Diese Ebenen sollten kompatibel sein.



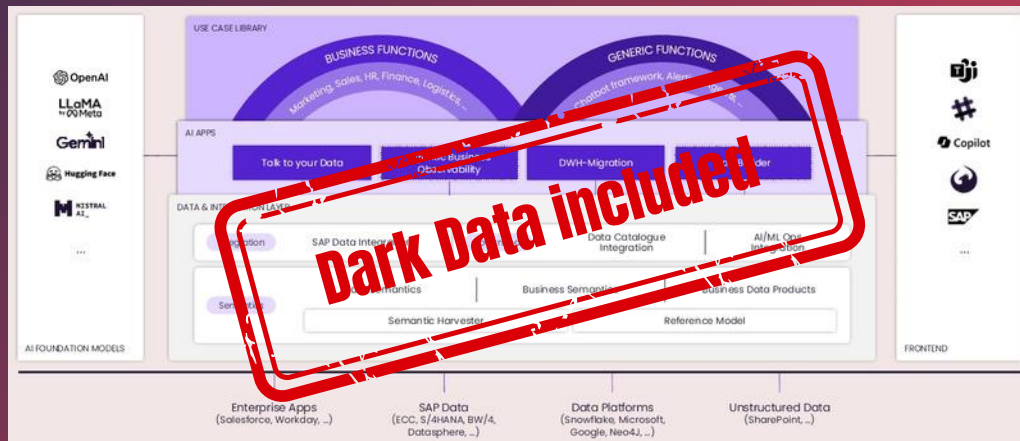
Das neue Versprechen der Infrastruktur lautet Modularität: Nimm die verfügbaren Bausteine und bau darauf die Betriebsebene auf!

A Journey...

Agentenbasierte Daten- und Wissensarchitektur



Der nächste Schritt besteht darin, eine agentenbasierte Daten- und Wissensarchitektur aufzubauen, in der Rohdaten aus dem Unternehmen in **Entscheidungsintelligenz** umgewandelt werden können: „Dark Data“ und „Vertrauensarchitektur“.



U.a. **strukturierte Unternehmensdaten** aus ERP-Systemen.

Unstrukturierte Vertragsdaten aus CLMs.
Externe **juristische Quellen** wie Rechtsprechung, Kommentare und juristische Fachliteratur.

Semantische Layer machen diese Quellen maschinenlesbar und interoperabel.

Governance und Provenienz sind entscheidend, damit agentenbasierte Systeme nachvollziehen können, woher die Daten stammen und ob sie diese nutzen dürfen.

Unser „agentisches Rechtssystem“ sollte verlässliche Quellen bevorzugen, die Herkunft sichtbar machen und Unsicherheiten offenlegen, anstatt sie zu verbergen.

A Journey...

Die Rechtsabteilung als funktionaler Bestandteil der Unternehmensführung



Die Rechtsabteilung sichert sich eine (sehr) einflussreichere Position, indem sie eine Verbindung zwischen den internen Daten des Unternehmens, den Vertragsbedingungen und den externen rechtlichen Auswirkungen herstellt.



Um diese Rolle zu erfüllen, benötigt der Berufsstand ein umfassenderes Kompetenzmodell – nicht nur mehr Technologie.

Der sich weiterentwickelnde Anwalt

Der Anwalt der Zukunft wird nicht allein durch Technologie definiert.

Das Kompetenzmodell des LLI vereint vier Kompetenzbereiche: Fachkompetenz, digitale Kompetenz, methodische Kompetenz und Führungskompetenz. Die Zukunft erwartet noch mehr...



Kritisches Denken, also die Fähigkeit, Behauptungen zu hinterfragen, Beweise zu prüfen, das Wesentliche vom Unwesentlichen zu unterscheiden und Manipulationen oder übermäßiges Selbstvertrauen zu erkennen.

Digitale Souveränität als Fähigkeit, die eigene digitale Umgebung zu verstehen und zu steuern: Daten, Werkzeuge, Identität, Aufmerksamkeit und Abhängigkeiten.

Anpassungsfähigkeit, als die Kompetenz, mit Veränderungen umzugehen, ohne die Orientierung zu verlieren.

Bürgerliche Verantwortung, als die Kompetenz zu verstehen, dass individuelle Entscheidungen auch gesellschaftliche Konsequenzen haben.

Aber Fähigkeiten sind nur dann von Bedeutung, wenn die Organisation so gestaltet ist, dass sie diese gut nutzen kann.

A Journey...

Die Gestaltung einer zukunftsfähigen Organisation



Die nun erforderlichen Veränderungen sind systemisch: Das Ziel ist nicht statische Widerstandsfähigkeit, sondern die andauernde Anpassungsfähigkeit einer neuen Art von Gemeinschaft.



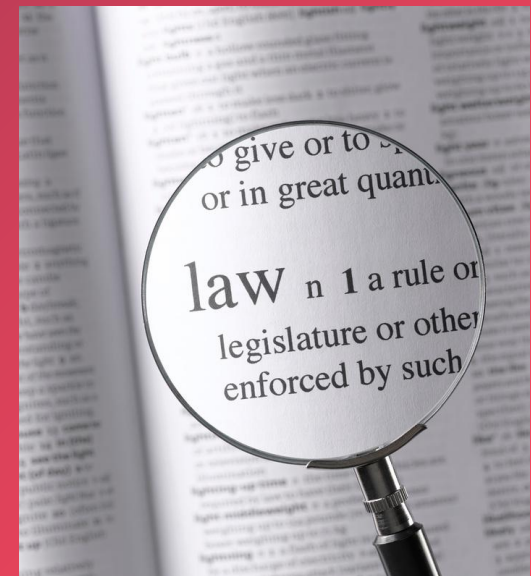
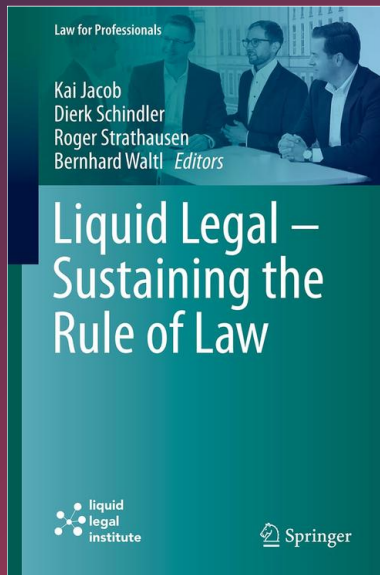
Genau dort wird die Transformation greifbar: im TOM - dem agentischen Betriebsmodell.

A Journey...

Vertrauen und Verantwortung



Das Vertrauen in den Einsatz von KI im Recht hat zwei Dimensionen: Einerseits das Vertrauen in die Systeme und deren Ergebnisse, andererseits das Vertrauen in die Rechtsberufe, diese Systeme so einzusetzen, dass die Rechtsstaatlichkeit gewahrt bleibt.



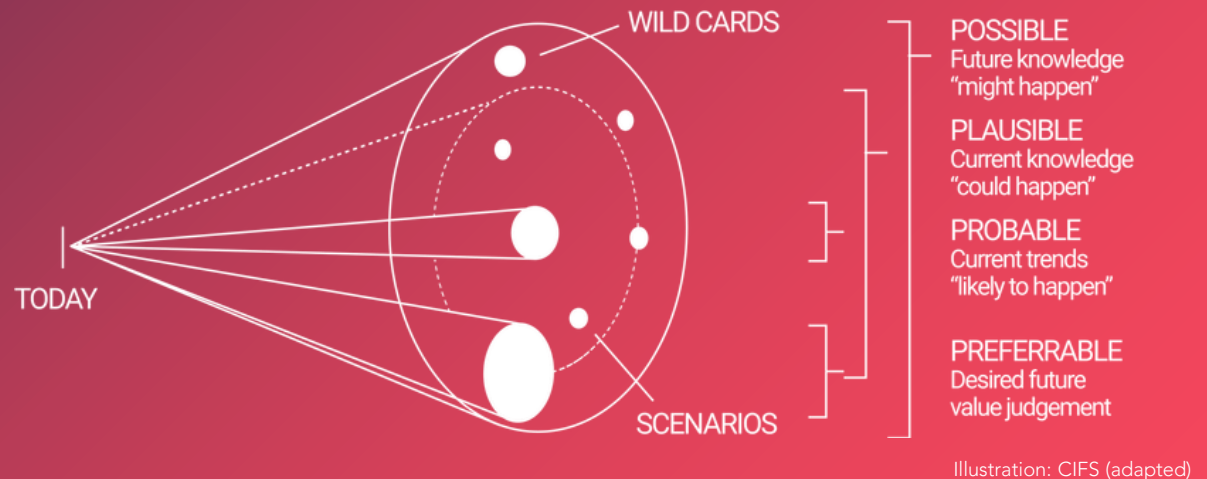
In der Praxis bedeutet das, Systeme zu entwickeln, die zuverlässig, nachvollziehbar, sicher und institutionell vertrauenswürdig sind.

Berufspflichten im Zeitalter der KI

Die Verantwortung der Juristen besteht darin, sicherzustellen, dass der Einsatz von KI den Zugang zur Justiz, die rechtliche Integrität und das Vertrauen der Öffentlichkeit in die Rechtsstaatlichkeit stärkt und nicht schwächt.

Der sich beschleunigende technologische Wandel eröffnet zahlreiche plausible Entwicklungswege...

Legal Foresight bietet einen strukturierten Ansatz, um diese alternativen Zukunftsszenarien zu verstehen, Schlüsselrends zu analysieren, Unsicherheiten zu erfassen und Szenarien zu entwickeln und damit bessere strategische Entscheidungen zu treffen.



Die eigentliche strategische Frage lautet dann: Wie sieht unsere gewünschte Zukunft aus, und was müssen wir jetzt aufbauen, um dorthin zu gelangen?

Closing

Das Ziel ist klar:



Die Zukunft der Rechtsabteilung liegt in der intelligenten Erschließung von Dark Data und der verantwortungsvollen Steuerung autonomer Workflows – gelingt uns dies, so können wir uns als strategischer Partner positionieren:

mit KI zur smarten Rechtsabteilung



THE LIQUID LEGAL FORESIGHT OFFICE

Shaping the Future of Law Together

SERVICES

The Legal Foresight Office (LFO)

The future of the legal system will not develop in a straight line. Accelerating technological change, shifting societal expectations, and evolving institutional dynamics create multiple plausible pathways, each with different implications for how law is practiced, delivered, and governed.

Strategic Foresight offers a structured way to explore these alternative futures by analyzing key trends, understanding uncertainties, and building scenarios that support better strategic choices today.

The **Legal Foresight Office** was established to bring this forward-looking perspective into the legal domain. Its mission is to identify the forces shaping the next decades, develop tools that support anticipatory thinking, and create a shared space where actors across the legal ecosystem can reflect on the future together.

Powered by



LEGARTIS



C.H. BECK

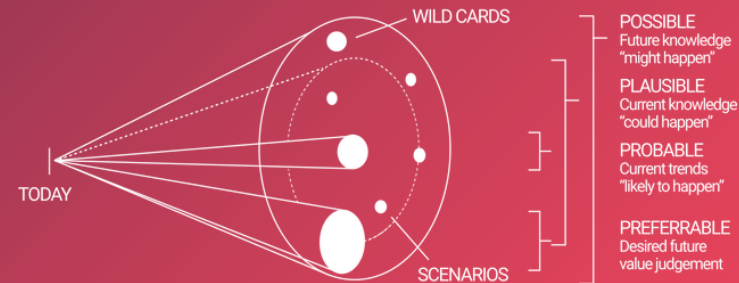


Illustration: CIFS (adapted)



SERVICES

The Legal Foresight Office (LFO)



The Legal Foresight Office turns insights into structure, using a set of **core capabilities** that help the legal ecosystem observe change, make sense of it, and explore what may lie ahead.



Signal Tracking

Continuous monitoring of emerging tech, regulatory changes, & societal shifts



Trend Mapping

Connecting scattered signals into coherent patterns and trend trajectories



Scenario Labs

Developing plausible future scenarios and their strategic implications for legal practice



Foresight Toolkit

Applying structured methods, patterns and use cases to shape responses & opportunities.



Global Network

Collaborating across the legal ecosystem to anticipate disruption & co-design preferred futures.

Powered by



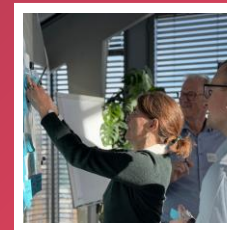
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SERVICES

The Legal Foresight Office (LFO)

On 12 November 2025, we hosted our **1st Legal Foresight Workshop**, bringing together practitioners from corporate legal departments, law firms, the judiciary, public administration, academia and legal tech to explore major trends, assess uncertainties and co-create four plausible future scenarios for the legal ecosystem.



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In collaboration with



Institute for
Innovation and
Change Methodologies



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SERVICES

Strategic Legal **Foresight** Workshops

12 Nov 2025 | Munich

05 Mar 2026 | Munich

18 Apr 2026 | London

06 Jul 2026 | Düsseldorf

@ Liquid Legal Summit 2026



If you have any **questions...** Let's talk!



Kai Jacob

Co-Founder & Co-CEO
Liquid Legal Institute e.V.

 k.jacob@liquid-legal-institute.org

Liquid Legal Institute e.V. | Almenrausch 25, 85521 Ottobrunn, Germany

www.liquid-legal-institute.com

The Liquid Legal Community

With more than 1,500 individual and institutional members from law firms, corporate legal departments, legal tech, academia and the public sector, the LLI is **a truly cross-sector community** for legal transformation.



- **1500+** members across Europe, North America and the globe.
- Active LinkedIn Community of **8.548+** followers
- Representation from law firms, in-house legal, judiciary, public administration, vendors and start-ups
- Collaboration spaces on MS Teams, GitHub, GitBook and regular online & offline events

Follow us on
LinkedIn



Follow us on
Instagram



Follow us on
YouTube



Work with us in
MS Teams



Find us on
GitHub



Find us on
GitBook



SERVICES

LLI Student Chapter

Our Student Chapter **connects ambitious students** in law, technology, business, and design with the LLI community – turning their curiosity into concrete experience.

Member Organization Benefits

- Access to a curated recruitment pool of tech-savvy, innovation-minded students
- Opportunities to co-host challenges, internships and thesis projects
- Early feedback from the next generation of talent on tools, services and working models

Who We Are Looking For

Students who are passionate about legal innovation and legal tech, eager to experiment with new tools, and motivated to contribute to projects at the Liquid Legal Institute e.V. We have an official call for applications twice a year!

What Students Gain

- Deep insights into legal tech and digital transformation
- Access to LLI roundtables, projects and hackathons (e.g. Munich Hacking Legal)
- A network of practitioners, mentors and potential employers
- A platform to develop and showcase their own ideas



Supported by:



SERVICES

Selected **Workshop** Offerings

We offer a **broad variety of learning experiences** – tailored to the needs of your organization.



Understanding AI Fundamentals

Build a solid, non-technical understanding of AI in your field.

- Demystify key AI concepts, terms and capabilities
- Explore practical examples of AI in legal work, incl. benefits and limits
- Discuss risks, governance and what “responsible use of AI” requires

AI Use Case Identification

Develop AI use cases aligned with your strategic and operational goals

- Identify high-impact AI applications
- Apply design-driven methodologies
- AI in your business model: What are the focus areas?

AI Strategy Development

Learn how to craft tailored AI strategies for your organization

- Explore proven frameworks for strategy development
- Understand key elements for building an AI roadmap
- Gain practical insights through relevant case studies

Data Literacy & AI Readiness

Cultivate a data-driven culture to maximize the impact of AI

- Understand data fundamentals, quality, and governance
- Identify relevant data sources for AI initiatives
- Establish best practices for data-informed decision-making

Legal KPIs & Metriccs

Define meaningful KPIs connecting legal work to business, risk & user outcomes.

- Identify a tailored KPI set for your department or firm
- Learn how to visualize and review KPIs to steer priorities and drive continuous improvement

Introduction to Legal Design

Learn how human-centred design can make legal services more impactful.

- Discover core principles of Legal Design and when to use them
- Work with personas, user journeys and problem-framing tools
- Prototype and test improved legal documents, services or processes

Change for Legal Transformation

Help your organization adopt new tools, processes and ways of working

- Understand typical change dynamics & resistance patterns
- Apply established change frameworks
- Design a change roadmap for your team or organization

Strategic Foresight

Explore alternative futures and turn uncertainty into strategic choices

- Understand key foresight concepts (signals, trends, scenarios)
- Practice simple tools for scanning, trend mapping & scenario thinking
- Translate foresight insights into strategic options & next steps

SERVICES

The Digital Leaders Exchange [at] LLI (DLE)

The Digital Leaders Exchange [at] LLI is a global, invitation-only forum for General Counsel and senior legal executives. It brings together forward-looking leaders to align legal and business **strategy**, exchange **insights**, and navigate **transformation** in times of accelerating AI, rising complexity, and geopolitical uncertainty.



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FUNDING

The Liquid Legal Fund (LLF)

The Liquid Legal Fund (LLF) is a **non-profit organization dedicated to advancing the mission of the Liquid Legal Institute e.V. (LLI)**. It provides the financial foundation for educational, research and innovation initiatives that would otherwise not be feasible within a purely membership-based model.

By funding open publications, research projects and talent development, the LLF strengthens the intellectual and ethical foundations of a digital, transparent and human-centered legal system.

- All supported initiatives are aligned with the values of the LLI and designed to generate impact beyond individual organizations.
- All funded outcomes are made publicly accessible to foster learning, reuse and further innovation across the legal ecosystem.
- Our funding decisions follow clear criteria, require high academic and practical quality, and are reviewed by the LLF Board in coordination with the LLI.



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