RIZE™
TECHNOLOGIES

AI Readiness for Law Firms:
A Five-Part Series for IT Leaders

PART 5 – CHANGE MANAGEMENT AND ADOPTION SUPPORT

5

Introduction to
Ebook Series

The legal industry stands at an inflection point. Artificial intelligence has moved from theoretical promise to practical reality, with tools that can draft contracts, conduct legal research, analyze discovery documents, and predict case outcomes. For mid-size law firms, the question is no longer whether to adopt AI, but how to do so responsibly, securely, and in compliance with ethical obligations.

While firm leadership focuses on strategic AI adoption and attorneys explore use cases, IT teams face a critical challenge: building the technical foundation that makes safe, effective AI deployment possible. Without proper preparation, firms risk data breaches, ethical violations, regulatory non-compliance, and malpractice exposure.

This five-part series provides IT leaders at mid-size law firms with a practical roadmap for AI readiness, covering the technical, security, and operational considerations essential for successful AI integration. If law firms lack the appropriate IT resources on their staffs, the professional services team at Rize Technologies is available to help them plan and implement a customized roadmap for AI readiness.

Change Management and Adoption Support

Technology succeeds or fails based on user adoption. Even the most sophisticated AI infrastructure is worthless if attorneys don't use it properly—or worse, work around it using insecure alternatives. This is where many AI initiatives fail despite significant technical investment.

The challenge isn't just teaching people how to use new tools; it's fundamentally changing how legal professionals approach their work, helping them understand when AI is appropriate and when human judgment is irreplaceable, building confidence in AI capabilities while maintaining healthy skepticism about AI limitations, and creating a culture where technology adoption is seen as enhancing rather than threatening professional expertise.

Unlike implementing a new billing system or document management platform— where the learning curve is often steep, but the change is largely procedural—AI adoption requires users to develop new cognitive skills around prompt engineering, output evaluation, and human-AI collaboration. It can also trigger deeper anxieties about job security, professional identity, and the changing nature of legal work itself.

Successful AI adoption therefore requires a sophisticated change management approach that addresses both the practical and psychological dimensions of this transformation, **supported by robust training programs, clear policies, and ongoing support infrastructure** that makes proper AI use easier than workarounds.

Build IT Team Expertise

Your IT staff must understand AI deeply enough to deploy, administer, and troubleshoot it effectively. This isn't just about reading documentation—it requires genuine comprehension of AI fundamentals including large language models, machine learning concepts, and generative AI architecture. Without this foundation, your team will struggle to make informed technical decisions or provide meaningful support to users.

Invest in training that goes beyond vendor-specific product knowledge. Send team members to AI-focused legal technology conferences, enroll them in online courses about AI fundamentals, and create internal sandbox environments where they can experiment safely. Consider designating an AI specialist role within IT who becomes the firm's go-to expert for AI technology questions. This person should develop deep expertise in administering specific AI platforms the firm adopts and build relationships with AI vendor technical support teams.

RIZE™
TECHNOLOGIES

Design Effective User Training Programs

Different users need different training, and a one-size-fits-all approach will satisfy no one. Partners and senior attorneys need to focus on strategic AI use cases, ethical considerations, and supervision requirements. They need to understand AI well enough to recognize when associates are relying on it inappropriately and to review AI-assisted work critically. Associates need to learn proper prompting techniques, output verification procedures, and the boundaries of approved use cases. Paralegals and legal assistants need specific training on AI tools for their workflows, whether that's document review, contract analysis, or litigation support.

Use multiple training modalities because people learn differently. Live workshops allow for questions and interaction. Recorded tutorials let people learn at their own pace and revisit concepts. Written documentation provides reference material. One-on-one support helps individuals struggling with specific challenges. Create practical examples using firm-specific scenarios rather than generic demonstrations—attorneys connect much better with training that uses real practice areas and familiar fact patterns.

The training shouldn't be a one-time event. **AI capabilities evolve rapidly, and so do firm use cases.** Build ongoing education into your plans, perhaps quarterly sessions highlighting new features or use cases that have proven valuable.

Establish Clear Acceptable Use Policies

Ambiguity breeds non-compliance. Attorneys facing deadlines will make expedient decisions, and without clear guidance, those decisions might compromise security or ethical obligations. Your acceptable use policy needs to specify which AI tools are approved for firm use and which are prohibited, what types of information can and cannot be submitted to AI platforms, required procedures before using AI tools on client matters, documentation requirements for AI-assisted work, and approval workflows for attorneys who want to test new AI applications.

Make the policy easily and readily accessible. Consider brief reference cards that attorneys can keep at their desks or digital quick-reference guides integrated into the tools themselves. Incorporate the policy into onboarding for new hires so AI usage expectations are clear from day one.

The policy should explain the why behind the rules, not just the what. Attorneys are more likely to comply when they understand the reasoning—confidentiality obligations, malpractice risk, regulatory requirements—rather than viewing rules as arbitrary IT bureaucracy. That said, the policy also needs to specify consequences for violations. Without enforcement, policies become suggestions.

Review and update the policy regularly as AI capabilities and use cases evolve. What made sense six months ago might be obsolete today. Involve attorneys in policy updates to ensure the rules remain practical and aligned with actual work needs.

Implement Usage Monitoring

You can't manage what you don't measure. Track which AI tools are being used, by whom, and for what purposes. This data serves multiple purposes— it helps identify training gaps when you see common misuse patterns, detects security concerns like unusual data access, and informs future AI investments by showing which tools deliver real value.

Monitor for unauthorized AI tool usage, the dreaded shadow IT problem. If attorneys are using consumer-grade AI services because approved tools are too restrictive or difficult to use, you need to know so you can address the root cause. Sometimes shadow IT reveals legitimate needs that your approved tools don't meet, suggesting areas for new investment.

Measure AI-related costs against budget projections. These tools often have usage-based pricing that can surprise you. Knowing where costs are accumulating helps you optimize usage and budget appropriately for the future. Collect user feedback systematically about AI tool effectiveness and pain points—this qualitative data complements the quantitative usage statistics.

Balance monitoring with privacy. Be transparent with staff about what usage data is collected and how it's used. Monitoring that feels like surveillance will generate resentment and resistance, while monitoring positioned as continuous improvement support will be accepted more readily.
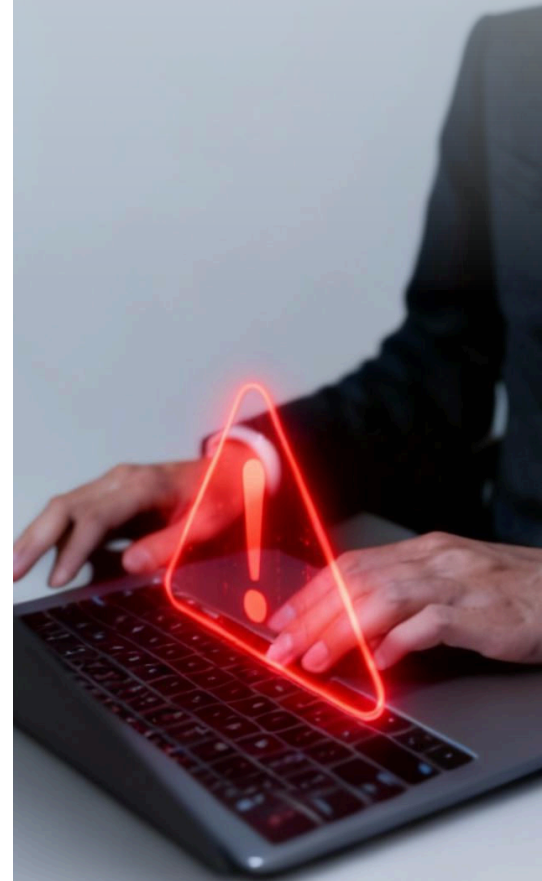
About This Guide

This guide was developed based on emerging best practices in legal technology, cybersecurity, and professional responsibility for AI adoption in law firms, but it does not constitute legal, technical, or professional advice. While we always strive to provide accurate information, we make no warranties regarding completeness or accuracy, and we assume no liability for any damages, losses, or consequences arising from your use of or reliance on this information. Each firm is solely responsible for evaluating the applicability of this guidance to their situation and for all decisions and actions taken.

About Rize Technologies

Rize Technologies helps law firms thrive in today's fast-moving, AI-powered world. With more than a decade of experience serving the legal industry, we deliver end-to-end IT solutions that keep firms secure, productive, and ready for what's next. From 24/7 managed IT and cloud services to advanced cybersecurity, data protection, disaster recovery, and AI readiness, every solution is built around the unique needs of each firm. Our white-glove support and proactive approach to IT helps minimize downtime and maximize confidence. Discover how your firm can rise higher at

rizetechnologies.com