



Artificial Intelligence in Defense Practice Seminar

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PAPER TITLE: Out-of-the-Box: The Rise of Custom Configuration in the Age of Generative AI

Leigh Zeiser (Author/Presenter)

Troutman Pepper Locke
7456 Jager Court Suite 7456-B
Cincinnati, OH 45230
513.399.5848

Leigh.zeiser@troutman.com

PODCAST TITLE: [Legal AI in Practice: Firm Governance, Build vs. Buy Decisions, and Vendor Due Diligence - Troutman Pepper Locke](#)

Presented by:

Brett Mason, *Troutman Pepper Locke*, Atlanta, GA
Leigh Zeiser, *Troutman Pepper Locke*, Cincinnati, OH

SESSION TITLE: Demystifying AI Evaluation: A Practical Framework for Decision-Makers

Presented by:

Leigh Zeiser, *Troutman Pepper Locke*, Cincinnati, OH

Leigh Zeiser, Director of AI and Automation, champions the development and deployment of emerging technologies to augment legal process design and deliver measurable impact. She leads transformative initiatives that integrate artificial intelligence, automation, and data-driven processes to enhance how attorneys deliver legal services and navigate complex business and compliance landscapes. An award-winning innovator and recognized thought leader, Leigh empowers legal professionals to deliver measurable impact through trusted, scalable innovation.

I. Introduction

Evaluating AI for legal practice is uniquely challenging because the technology has advanced faster than practitioner understanding, while the tolerance for errors in legal work remains extremely low. Vendor demonstrations often display impressive capabilities that do not reflect real-world performance, masking risks related to data handling, reliability, and governance. Lawyers are told they must use AI competently without clear frameworks for assessing whether a system is appropriate, defensible, or sustainable for a specific use case. The result is widespread confusion, uneven adoption, and a growing gap between expectations and outcomes. This session focuses on closing that gap by reframing AI evaluation as a structured risk discipline critical to effective legal practice comprising buy versus build, model, and context analysis dimensions.

II. Building a Foundation: Understanding AI for Legal Decision-Makers

A. Generative AI in Plain English

1. Definition
2. How Generative AI works
 - a. Probabilistic
 - b. Stochastic

B. Models vs. Solutions

1. Buy vs. Build
 - a. Why firms are not building models when they deploy AI
 - b. Implications for either choice
2. Proliferation of solutions in the market
 - a. Platforms vs. point solutions
 - b. Solution maturity

C. The “Black Box” Reality

1. Why AI design is opaque
2. How ABA Comment 512 creates lawyer responsibility for understanding Generative AI
3. Realistic expectations for transparency today
 - a. AI Transcription
 - b. Discoverability

III. Evaluating Vendors

D. Governance & Security Risk

1. Common Issues for InfoSec
2. Aligning evaluation with ethical and professional obligations
3. Preparing for Governance (ISO 42001)

E. Procurement & Contractual Risk

1. Ownership rights
2. Liability coverage/ indemnification
3. Vendor stability
4. Vendor transparency

F. Reputational Risk

1. Client Expectations
 - i. Compliance with Outside Counsel Guidelines
 - ii. Compliance with applicable court rules, laws, and regulations
 - iii. Accountability & Attorney validation
2. Firm Expectations
 - i. Compliance with business goals and policies
 - ii. Other impacts & considerations
 1. Talent Acquisition
 2. Training
 3. Green impact

IV. Evaluating Models

1. InfoSec model review (third-party model providers)
 - a. Model integrity
 - b. Data Privacy
 - c. Governance Controls
2. Model variance
3. Multi-model integrations
4. Model Testing
 - a. Pressure Testing
 - b. Scenario-based testing approaches
 - i. Understanding inputs and outputs
 - ii. Legal nuance considerations (mischaracterizations)
 - c. Ongoing Evaluations
 - i. Bias and drift
 - ii. AI Governance Management

V. Fit for Purpose: Connecting Capabilities, Data and Use Cases

1. Defining Use Cases

- a. Quantifying Requirements
 - b. Addressing client, pricing, and business model impact
- 2. The role of knowledge management and data infrastructure
- 3. Using Evaluation Scorecards to Support Decisions
 - a. Why Scorecards Matter
 - b. Scorecard Dimensions
 - i. Qualitative
 - ii. Quantitative
 - iii. Weighted criteria

VI. Closing: Looking Ahead to an Agentic Future

AI evaluation will only become more complex as the legal industry moves beyond text generation toward agentic AI; systems that can make decisions, trigger actions, and operate with increasing autonomy. As these technologies mature, traditional notions of review, supervision, and accountability will be reevaluated. Firms that rely on surface-level evaluations or vendor assurances will struggle to manage this shift. Those that invest now in strong evaluation frameworks grounded in understanding, validation, and governance are best positioned to adopt advanced AI responsibly. The future advantage will not belong to firms with the most AI, but to those with the discipline to understand, evaluate, and control it.