ARTHUR COX LLP

BEST PRACTICES 2025

Empowering In-House Counsel

Artificial, Cultural and Market Intelligence

Wednesday, 26 November 2025

Morning Programme

Afternoon Programme

12:20
Lunch

13:30
Cultural Intelligence: Applying it to Build Effective Legal Teams

Ritika Wadhwa, Founder, Prabhaav Global

15:00
Coffee Break

15:15
The Evolving Role of In-house Senior Leadership

Stephen Ranalow, Partner and Head of Corporate and M&A, Arthur Cox

Niamh Flood, Chief of Staff and General Counsel, CRH

Andrew Walsh, Chief Legal Officer, PTSB

Máire Neary, Vice President, People and Legal, Flipdish

16:00
Thank You and Closing

Mairéad Duncan-Jones, Partner and Head of Knowledge, Learning & Development, Arthur Cox

ARTHUR COX LLP

Opening Remarks

Ailish Finnerty, Partner and Chair, Arthur Cox

Mairéad Duncan-Jones, Partner and Head of Knowledge, Learning & Development, Arthur Cox

01

The Incredible Present and Extraordinary Future of Generative AI in Law

Professor Dan Hunter, Executive Dean, The Dickson Poon School of Law, King's College London

The incredible present and extraordinary future of generative AI in law

Dan Hunter
Executive Dean | Dickson Poon School of Law | King's College London

Artificial intelligence + Add to myFT

Can we just have one day when no one mentions AI?

The gap between hype and reality is frustratingly wide and growing

Overview

The non-agentic present

The current reality

Agentic AI

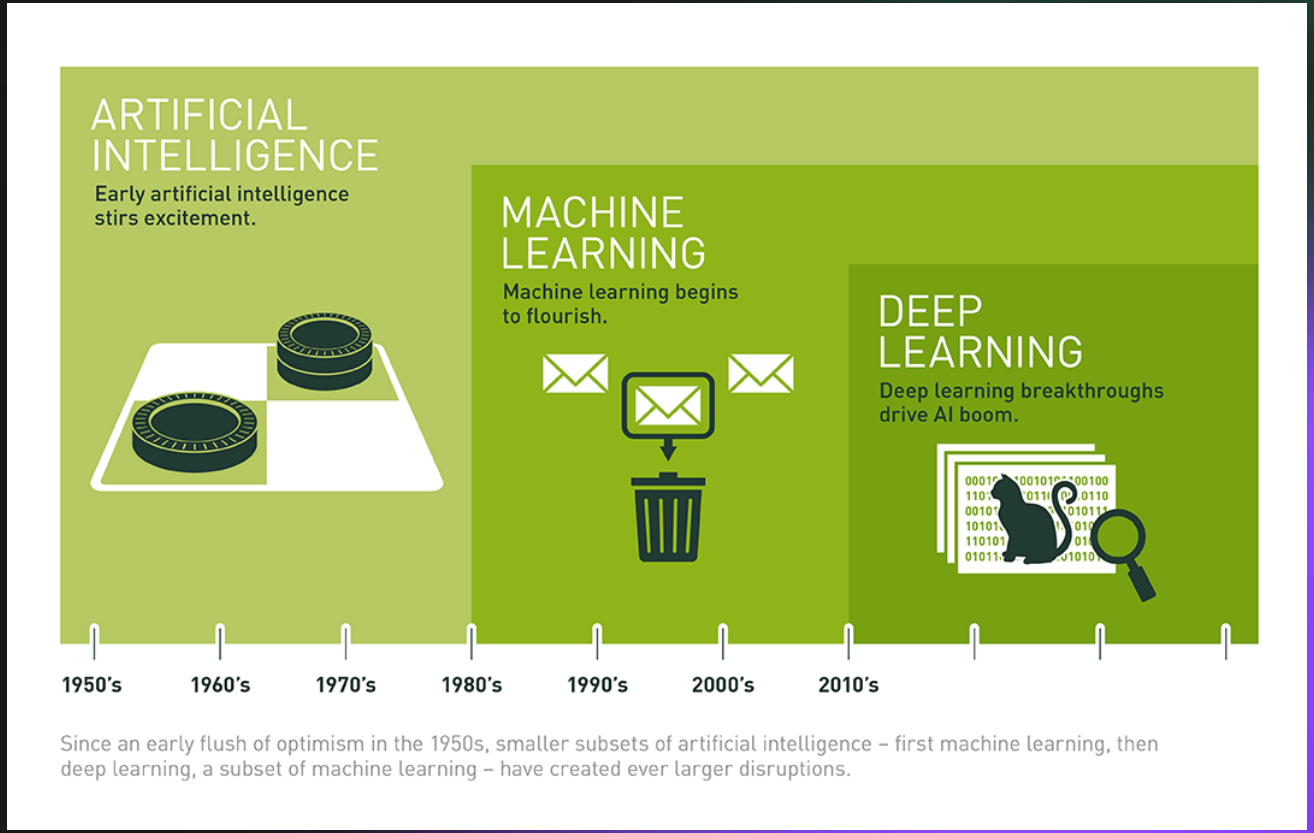
What is it, really? (and what it isn’t)

Agentic AI-native law

What happens in the next 18 months

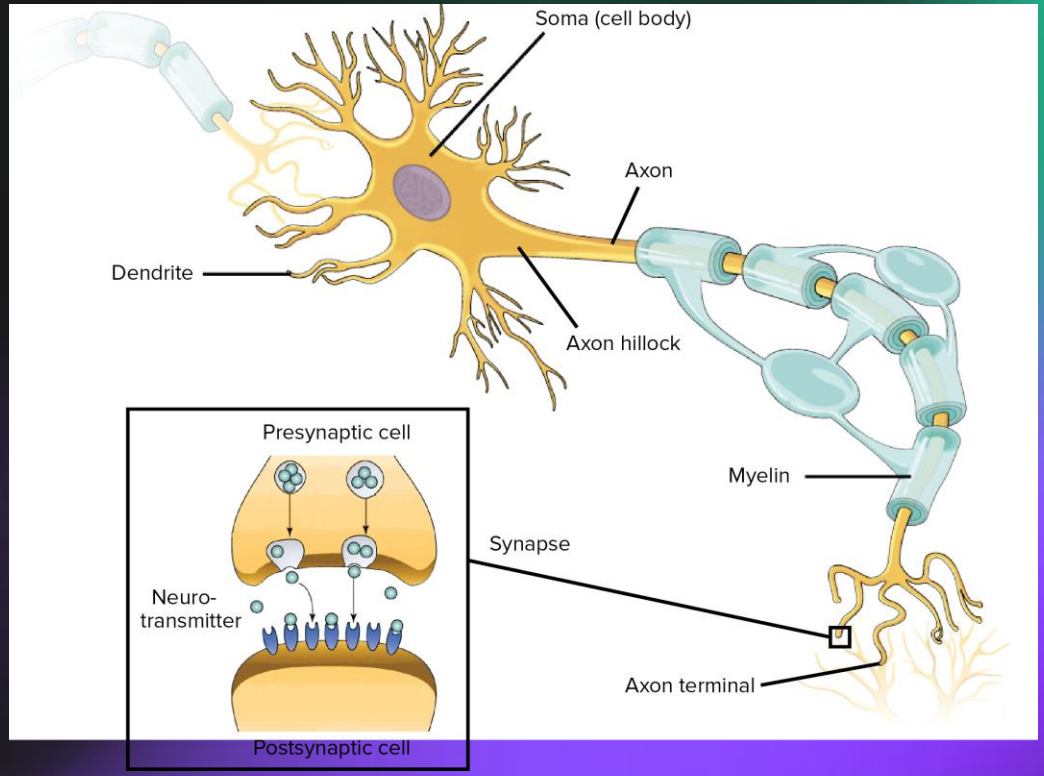
The basics

A history of AI in one slide.



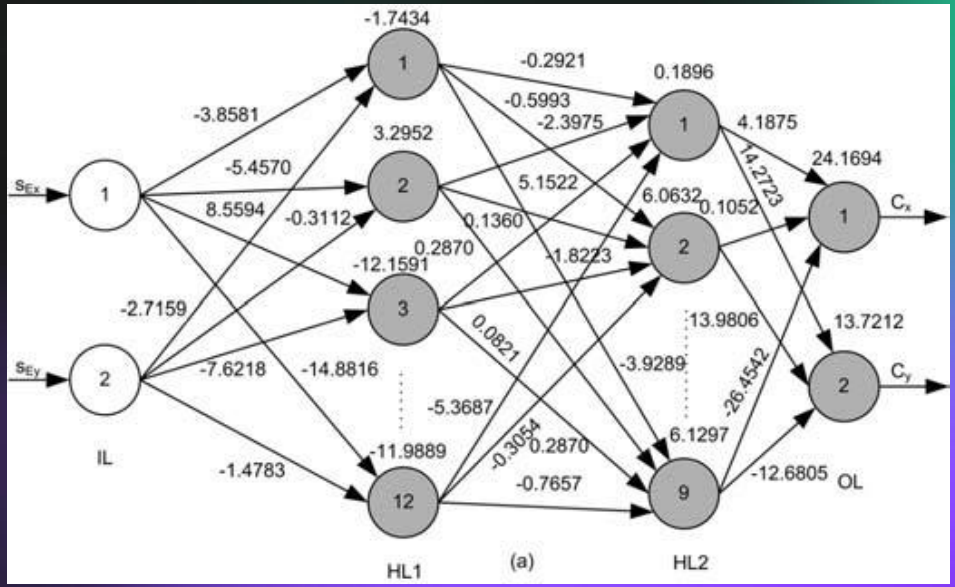
Neural Networks.

- The basic metaphor of machine learning (and its architecture, kinda) is of the neurons in the brain
- Everything you're thinking and remembering (and all the new knowledge you're gaining as a result of what I'm telling you right now) is a result of a fairly simple unit in the brain called the neuron (times a gajillion)
- And all of the thinking you're doing right now is really just neurochemical transmission



Artificial Neural Networks.

- “Deep” in deep learning refers to the depth of layers in a neural network
- Model weights (and biases) are just numbers within the network that affect the eventual output
- (We’ll worry about how you train the model to have these weights in the next slide)



The genesis.

Attention Is All You Need

Ashish Vaswani* Google Brain avaswani@google.com

Noam Shazeer* Google Brain noam@google.com

Niki Parmar* Google Research nikip@google.com

Jakob Uszkoreit* Google Research usz@google.com

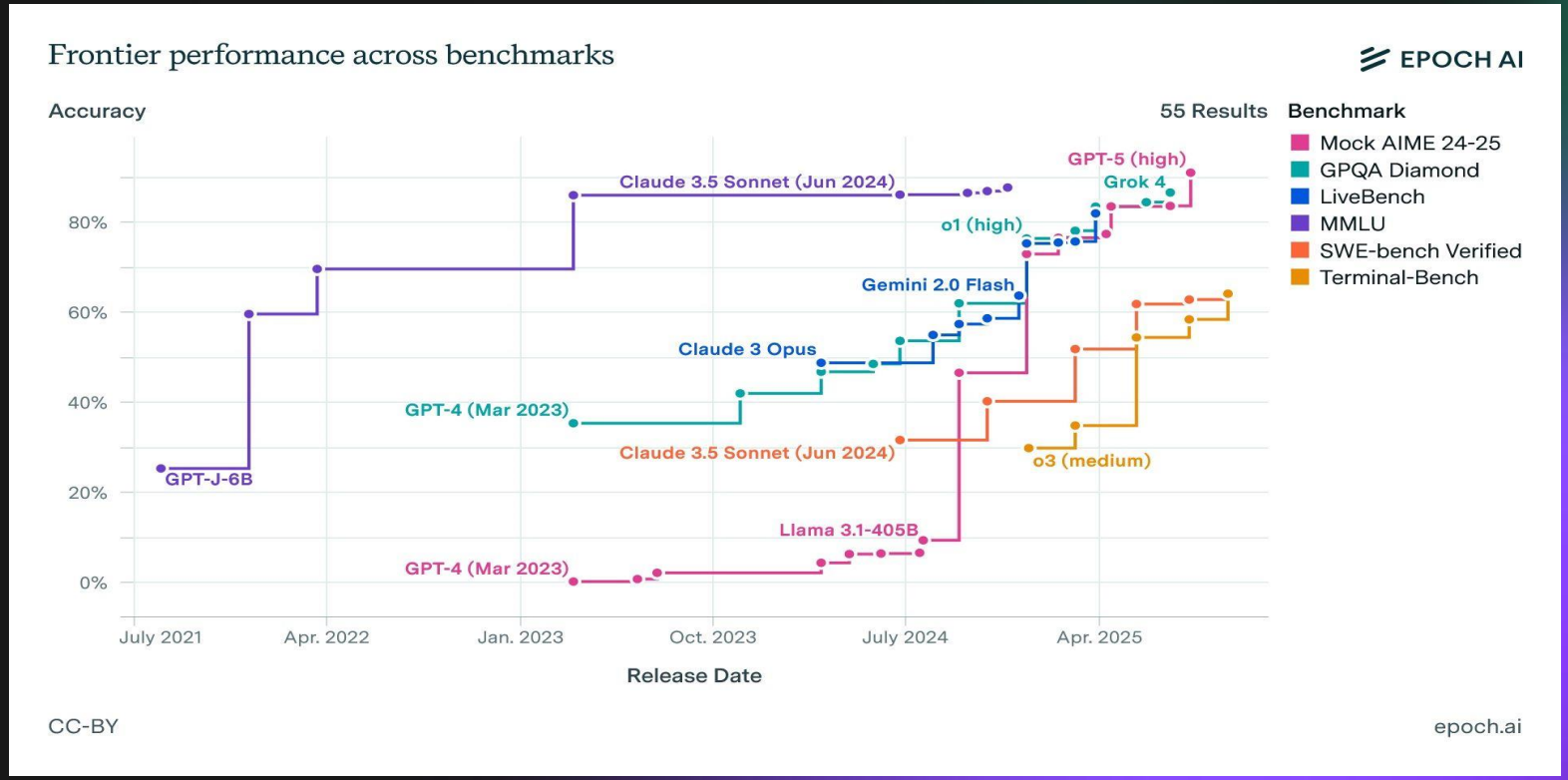
Llion Jones* Google Research llion@google.com

Aidan N. Gomez* † University of Toronto aidan@cs.toronto.edu

Łukasz Kaiser* Google Brain lukaszkaiser@google.com

Illia Polosukhin* ‡ illia.polosukhin@gmail.com

The state of the art



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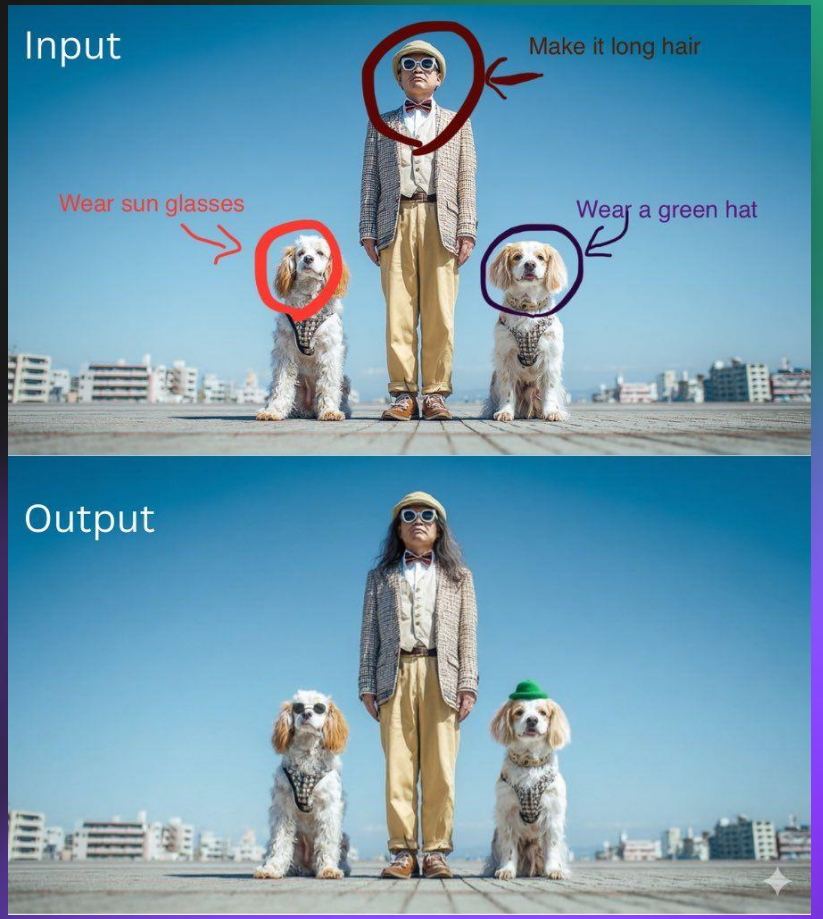
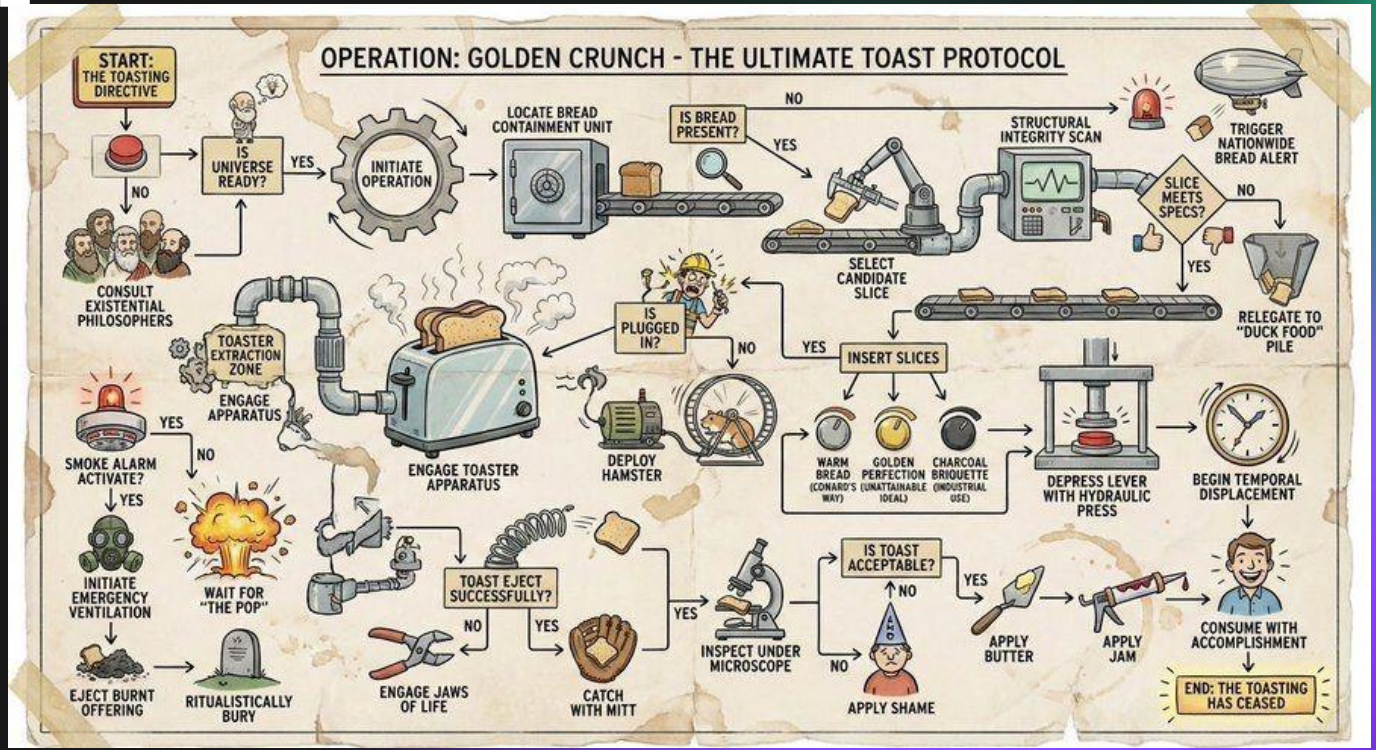


The state of the art



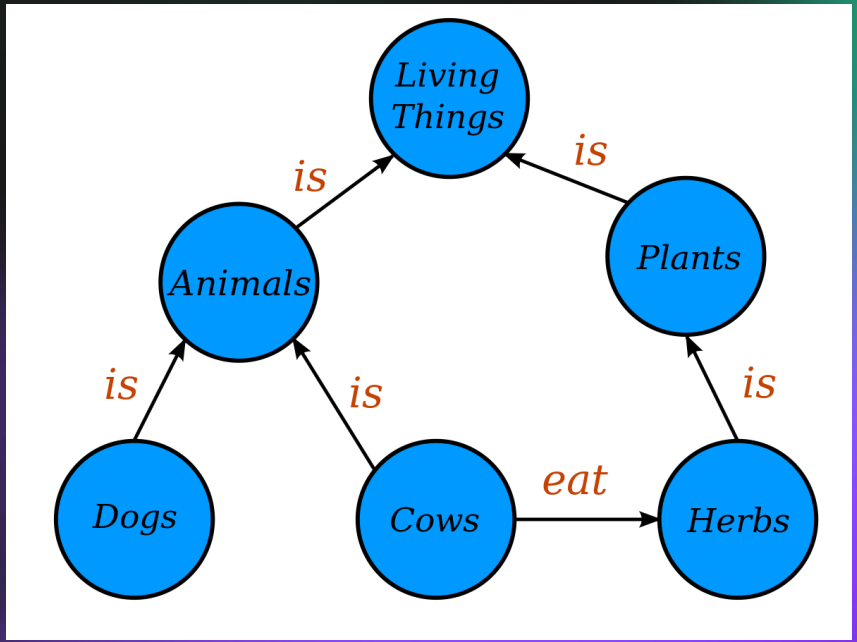
Machine learning model types

Model types – Knowledge/semantic models.

Also known as knowledge graphs or ontologies.

Structure and represent knowledge in a way understandable by humans and machines.

Represent knowledge as a graph with entities and relationships.

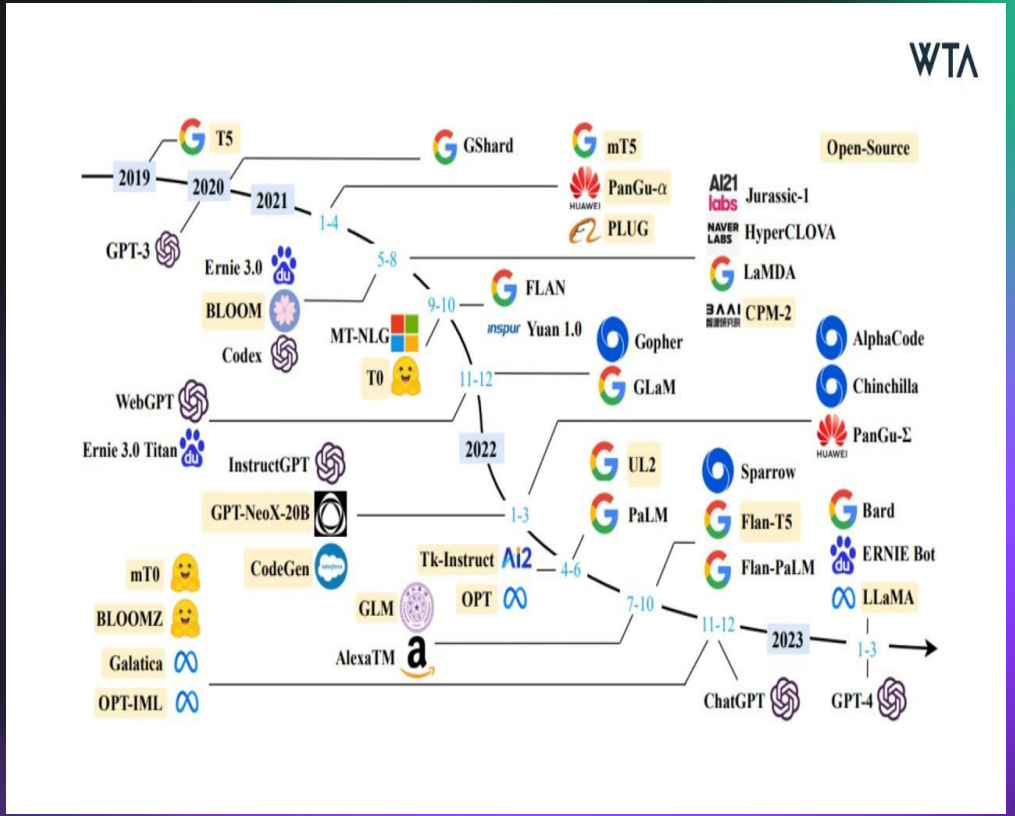


Model types - Language models.

A type of machine learning model trained to understand and generate human-like text.

Trained on large amounts of text data to predict the next word in a sentence.

Underlying technology behind AI assistants and chatbots.



Knowledge v Language Models.

Aspect	Knowledge Models	Language Models
Primary Function	Simulate expert decision-making	Understand, generate, and manipulate human language
Base of Operation	Knowledge base of facts and rules	Trained on large amounts of text data
Application Areas	Medicine, law, finance, etc.	Translation, question answering, creative writing, etc.
Flexibility	More rigid, based on predefined rules	More flexible, can adapt to various language tasks
Reliability	More reliable in specific domains	Can be less reliable, may generate incorrect information
Example Systems	Medical diagnosis systems, legal expert systems	GPT-4, BERT, Claude 2
Data Requirement	Requires expert knowledge in the domain	Requires large amounts of text data for training
Interpretability	Often more interpretable, as decisions are based on specific rules	Can be seen as a "black box," harder to understand how decisions are made

What can’t (standard) LLMs do?

Current LLMs lack an inherent understanding of concepts and abstractions. They don’t “understand” what they produce

Context windows in LLMs restrict previous text consideration when generating next token, limiting the model's ability to understand long-term dependencies.

Models trained on unvetted data from the internet will always mirror human biases

What can LLMs do?

LLMs are amazing at certain things (in a zero-shot environment)

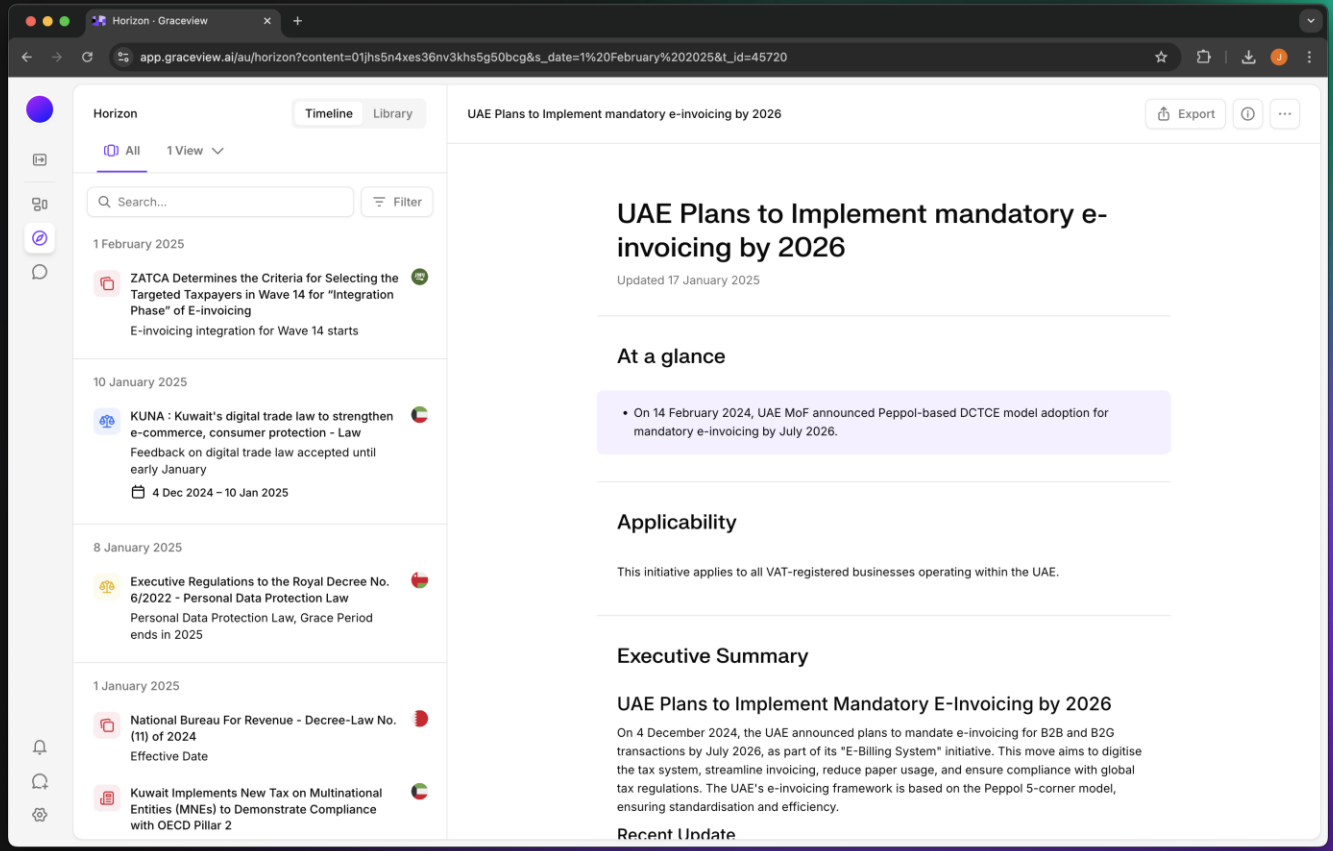
- Summarization
- Natural entity recognition
- Translation
- Creative language generation
- Analogies
- Persuasion

Legal use cases

Use case 1.

Can I manage compliance contract etc) in multiple languages using LLMs?

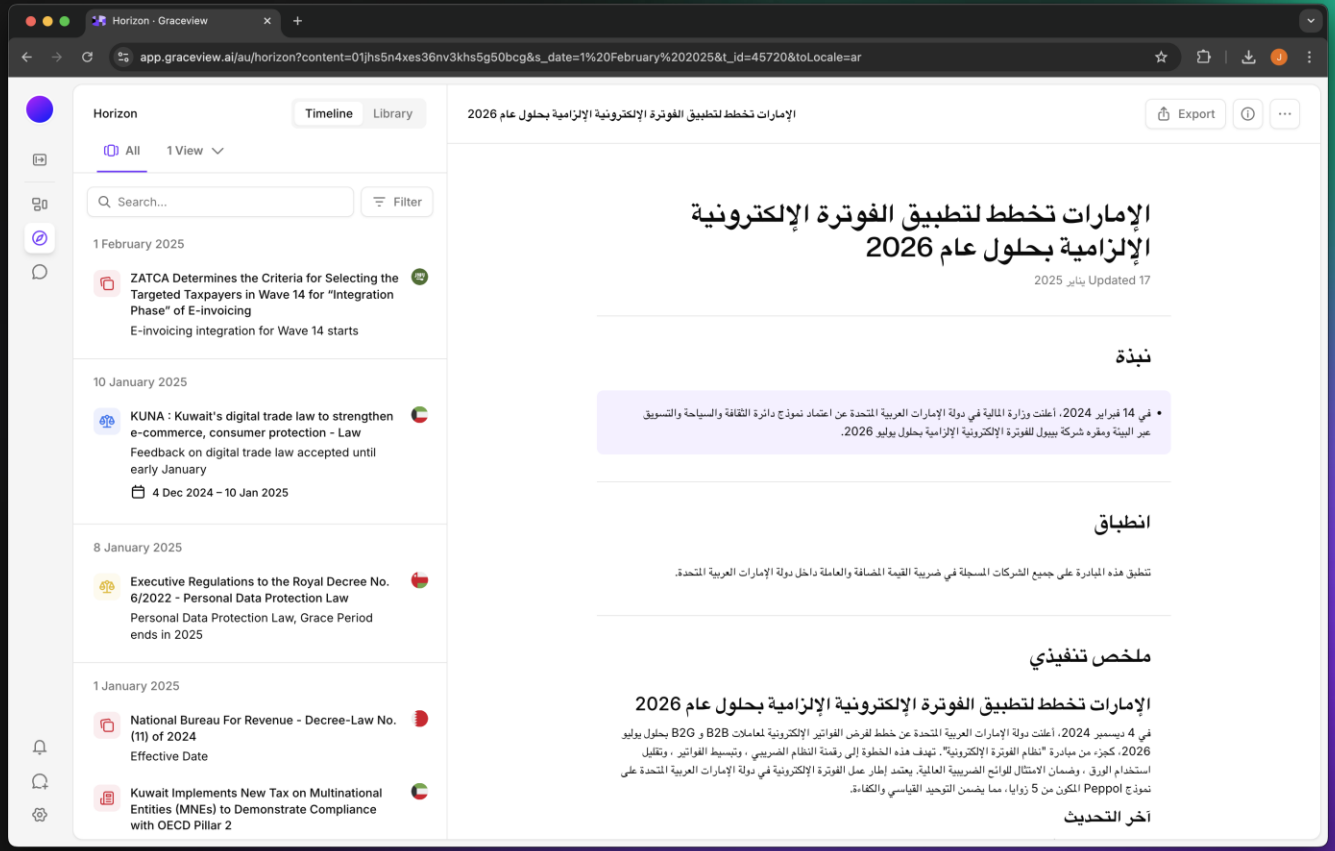
(Yes)



Use case 1.

Can I manage compliance contract etc) in multiple languages using LLMs?

(Yes)



Use case 2.

Create an Australian Financial Services Licence application ASIC from the standard documentation provided by a bank.

See if you can do it in 10% of time taken by manual

Use case 3.

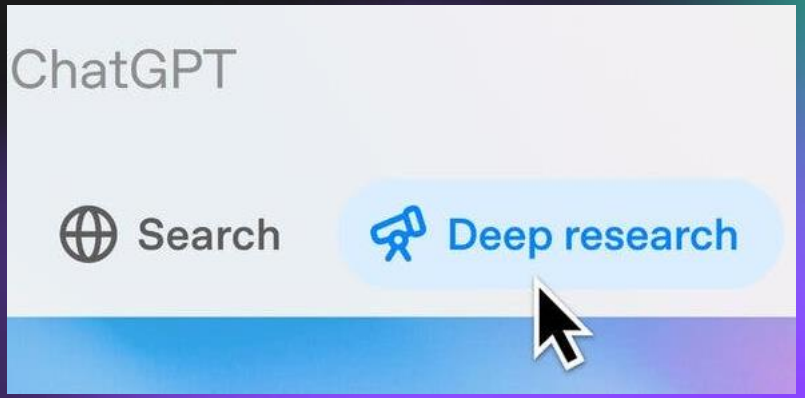
Using the employee performance framework and reports from their publication records, CVs, and reports, assess the dean’s 126 reports for promotion or management.

See if you can give back Dan approximately 2 weeks of his life.

Use case 4.

“I am running a PI group action of 50 claimants pursuing 19 NHS defendants and a third-party manufacturer. The issues involves whether a non-delegable duty exists in the supply of this medication. We say it does, the defendants (and three KCs) disagree. I spent a while working with ChatGPT Deep Research and then analysis of this non delegable duty point - more so to try it out. The results were very impressive...

I shared this with my counsel [a noted KC], and he was equally impressed having initially expressed scepticism.”



Your pain points...

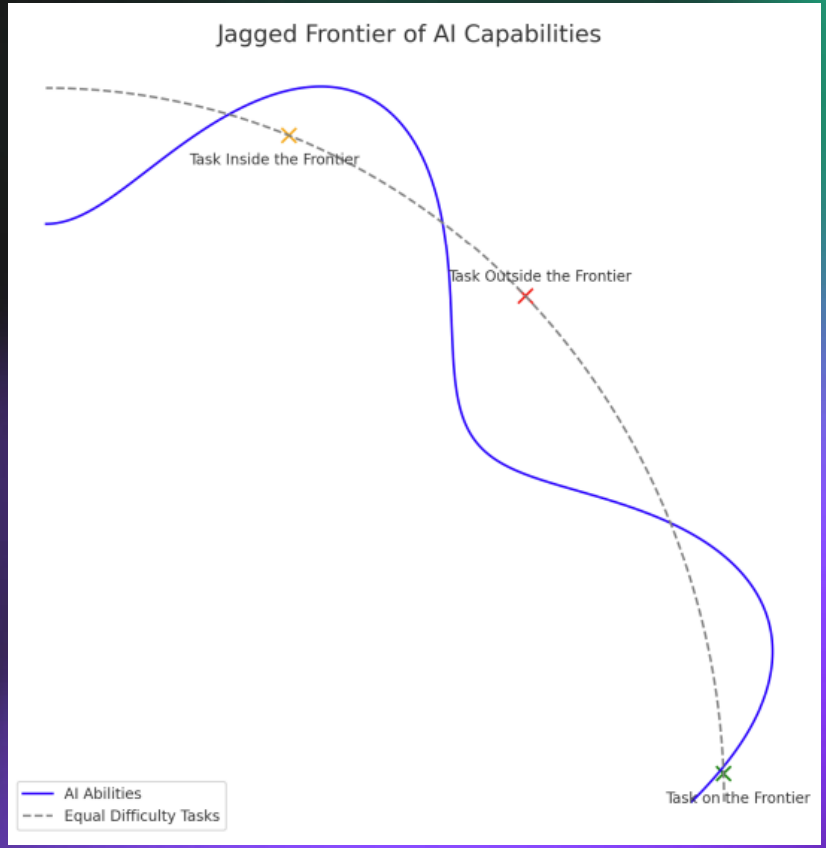
What are your pain points?

Can LLMs solve your problems?

Even without agents, LLMs are amazing at lawyering

The future of work.

A study of more than 750 BCG strategy consultants showed that AI helped them produce better content, more quickly in many tasks



The future of legal work.

Law students

Choi, Monahan & Schwarcz (2023)

Law students

Four drafting tasks:
- a complaint
- a contract
- a section of an employee handbook
- a client memo

Results
- Quality somewhat improved
- Large increases in speed
- Most useful for low-skilled participants
- Increased actualization/happiness

Figure 5: Time Distributions with and Without AI—Complaint Drafting

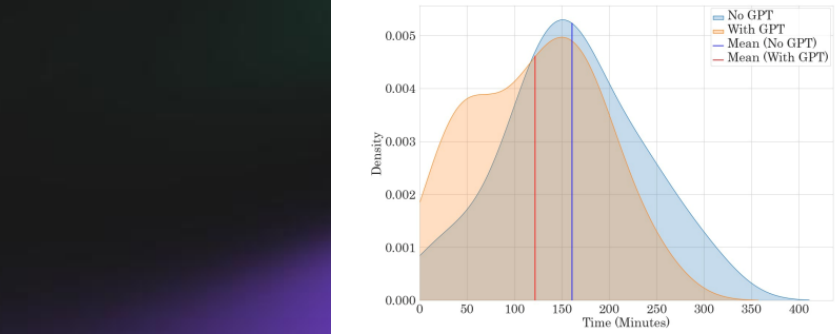
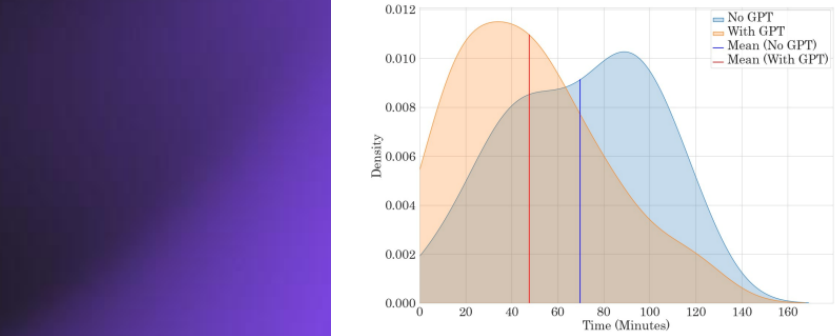


Figure 6: Time Distributions with and Without AI—Contract Drafting



Choi, Monahan & Schwarcz (2023)

The future of legal work.

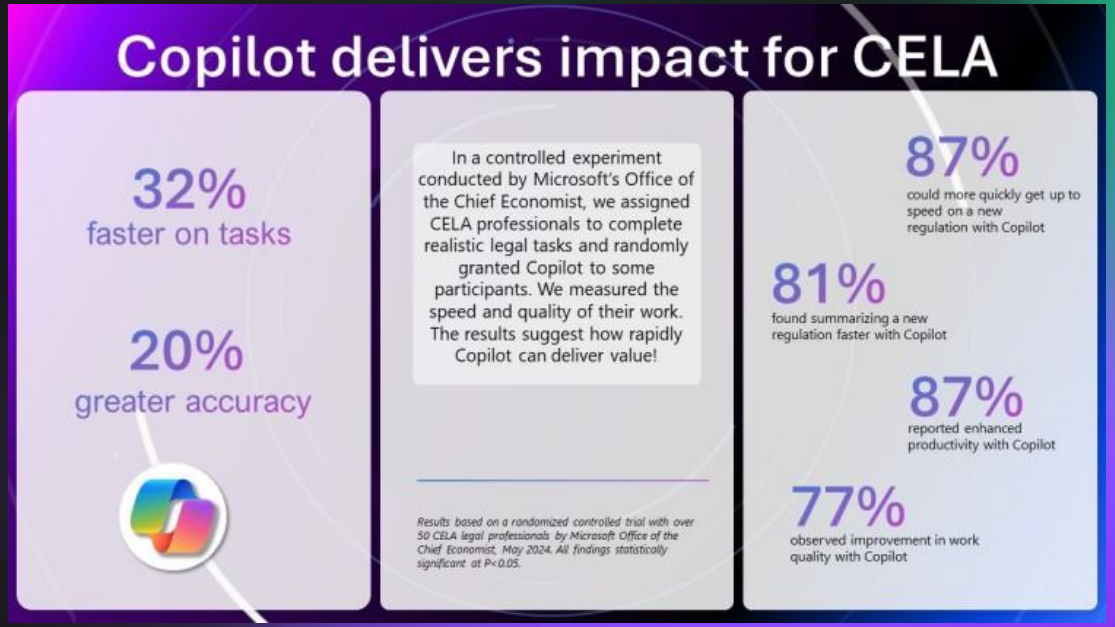
In house lawyers

Three realistic legal tasks:

1. Get up to speed on and summarize a new regulation;

2. Review an executive speech to understand product strategy and spot compliance issues;

3. Respond to a regulatory request for information regarding product capabilities and compliance.



MS staudy (2024)

The future of legal work.

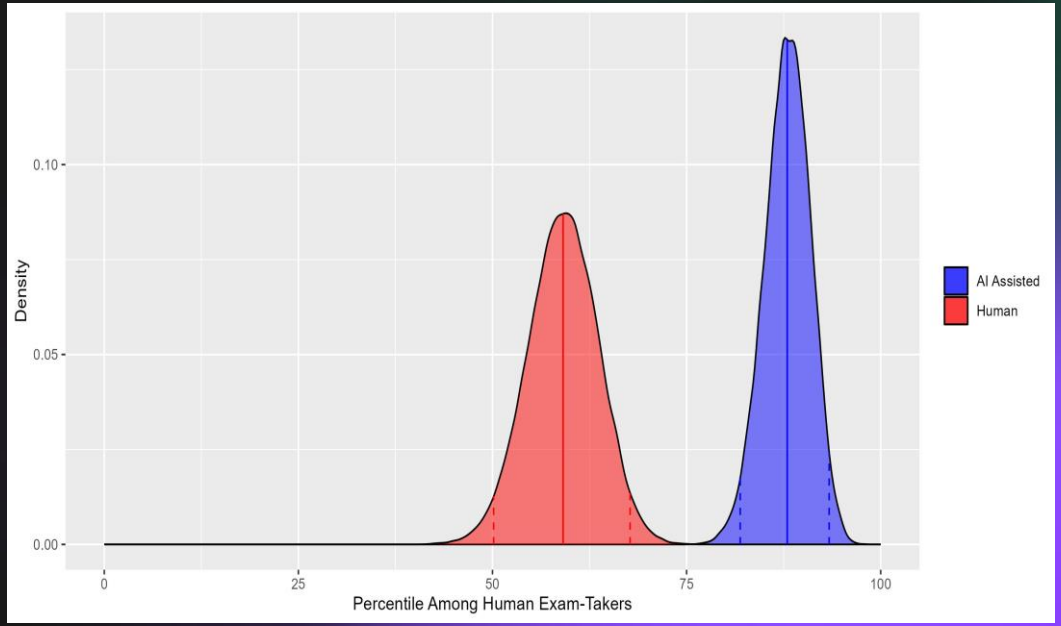
Law firms

“The greatest initial value of gen AI for the legal sector was found to be helping lawyers to create drafts, where the firm measured average time savings of 45% on creating first draft legal briefings increasing to 80% to draft corporate filings requiring review and extraction of information from articles of association. Translated into typical time spent, participants saved 2.5 hours per briefing draft – tasks that would normally take anywhere between a few hours to a few days to prepare.”

Ashurst (2024)

Implications for legal workers.

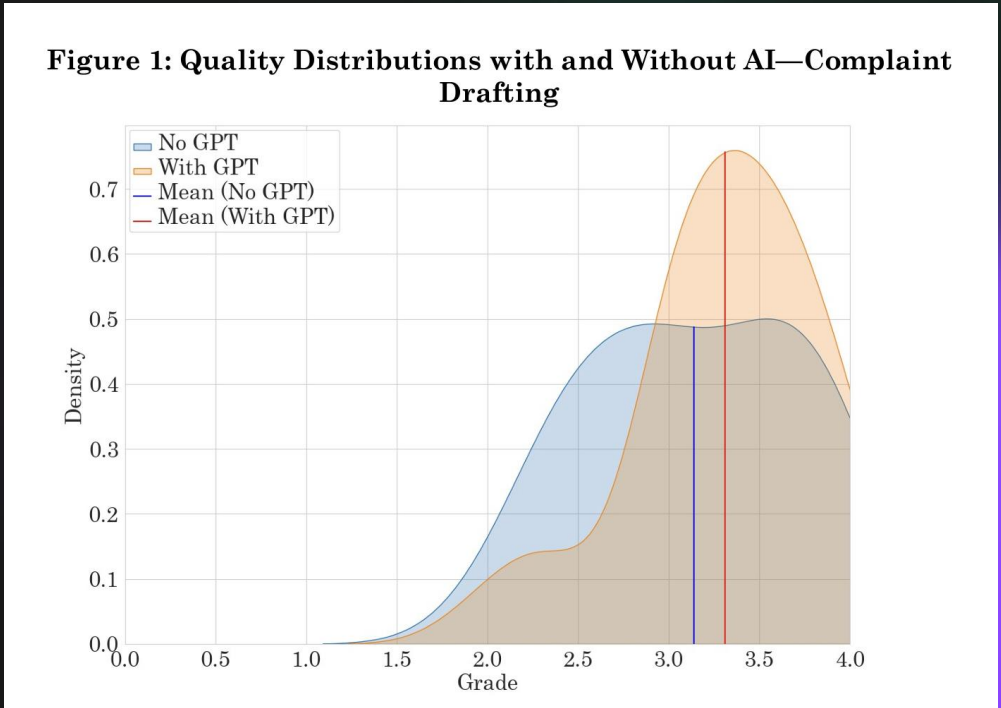
As long as problem is well-suited to genAI almost everyone is better and more productive



Choi & Schwarcz (2023)

Implications for legal workers.

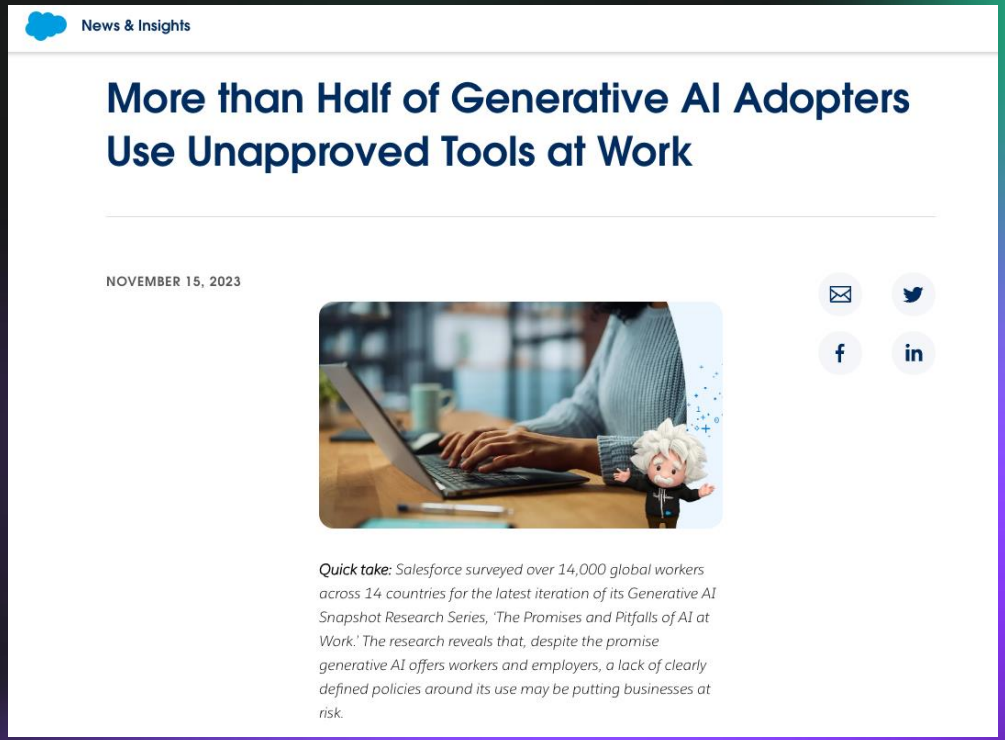
Everyone is faster and the least skilled workers will improve the most



Choi, Monahan & Schwarcz (2023)

Implications for law.

Workers with LLMs are happier (but they lie and cheat)



News & Insights

More than Half of Generative AI Adopters Use Unapproved Tools at Work

NOVEMBER 15, 2023

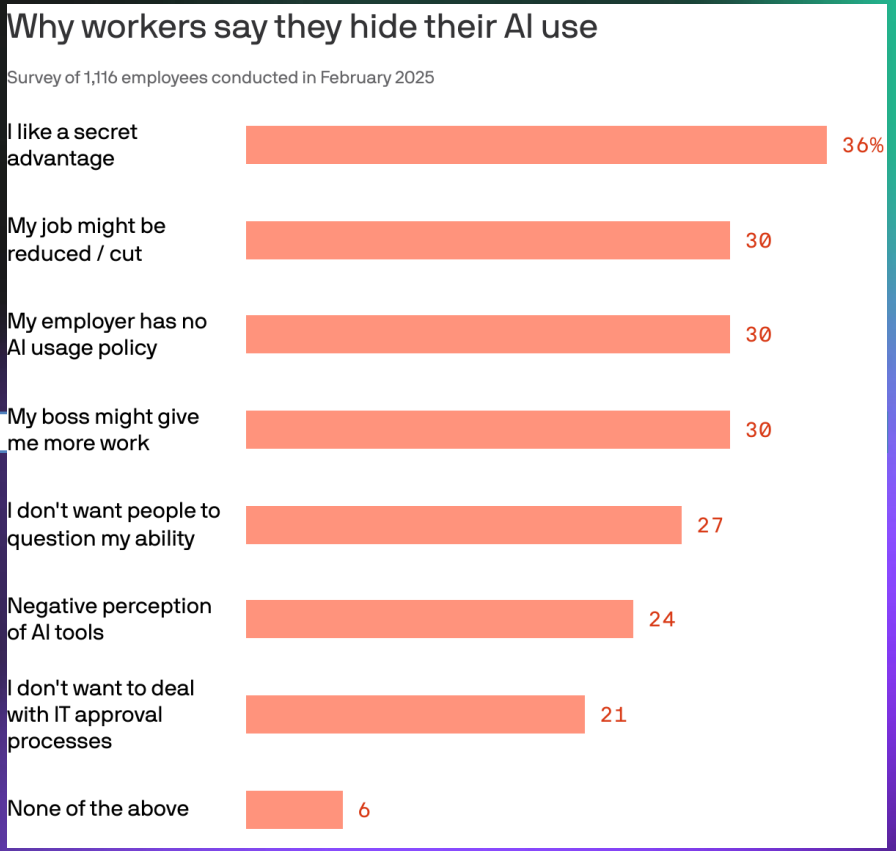
Quick take: Salesforce surveyed over 14,000 global workers across 14 countries for the latest iteration of its Generative AI Snapshot Research Series, 'The Promises and Pitfalls of AI at Work.' The research reveals that, despite the promise generative AI offers workers and employers, a lack of clearly defined policies around its use may be putting businesses at risk.

Implications for law.

If you forbid LLMs, people will use them anyway

If you forbid LLMs, people will lie about using them

Even if you allow LLMs, people will lie about using them



Companies affected.

The canaries in the coalmine

Chegg – online tutoring/paper mill

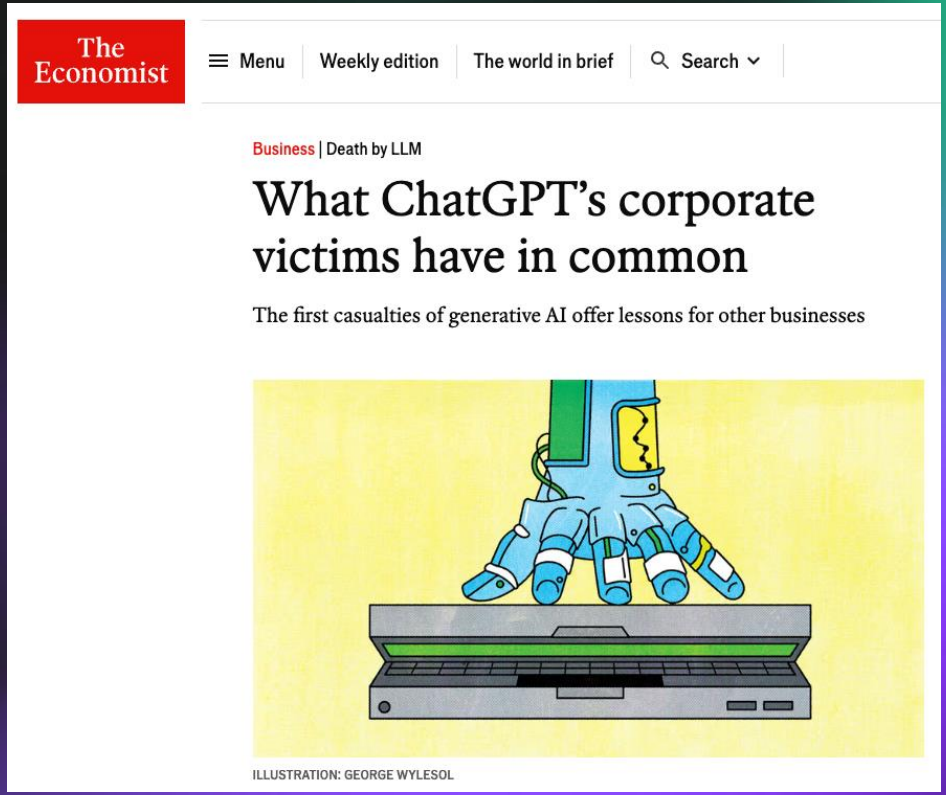
- Share price 99% down, fires fifth of its workforce

Stack Exchange – Online dev forum

- Monthly traffic down 50%, two rounds of layoffs

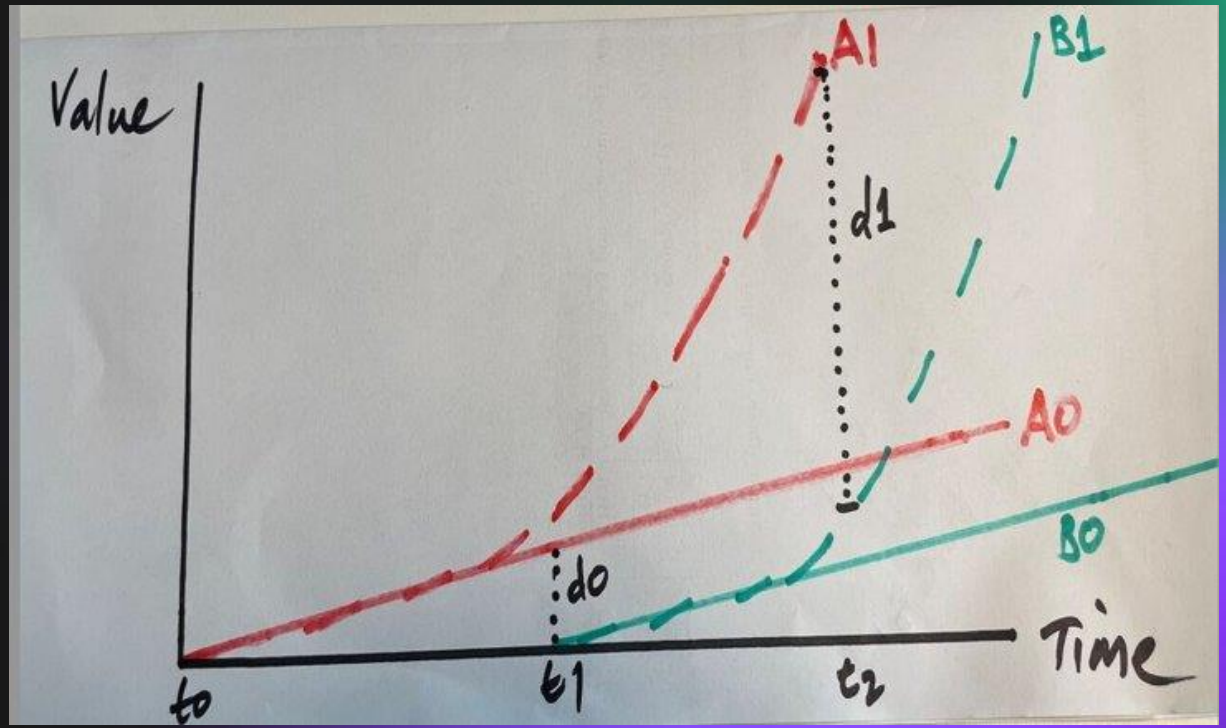
RWS – translation service

- Profits down 16%, share price down 57%



Implications for lawyers.

Organisations should invest now



The billable hour...

Imagine that a certain legal task (without LLMs) costs £1000 when billed by a firm

Imagine a world where lawyers are 33% more productive with LLMs than without them

What happens to the in-house function?

So, now what?

Shattering clock image AI-generated via DALL-E

AI is about to pull the rug out from time-based billing

Andrew Wight
Co-founder and CEO, adieu.ai | Social Impact Entrepreneur | Climate Enthusiast | Optimist

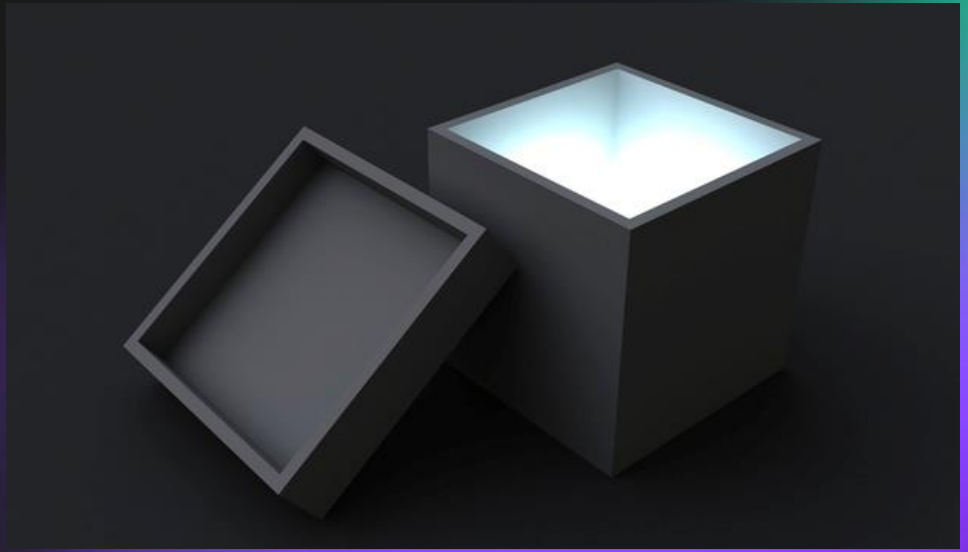
The obvious risks

The black box risk.

For many deep learning systems neuron multiplies inputs by weights and computes an output across many layers.

The "black box" arises when considering how multiple neurons layers work together.

We often have no idea why the is answering as it does

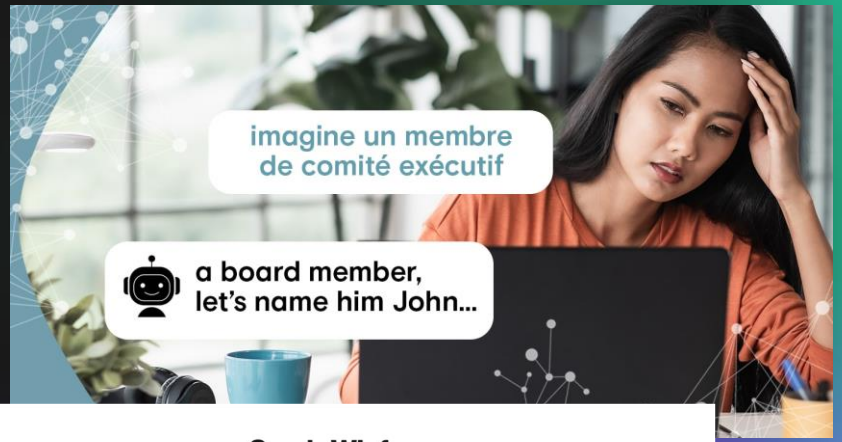


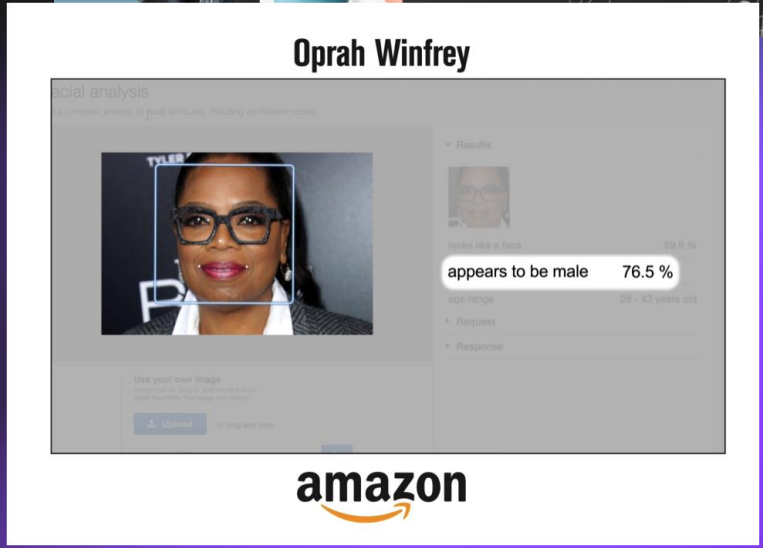
The bias risk.

Models trained on unvetted data the internet will always mirror human biases

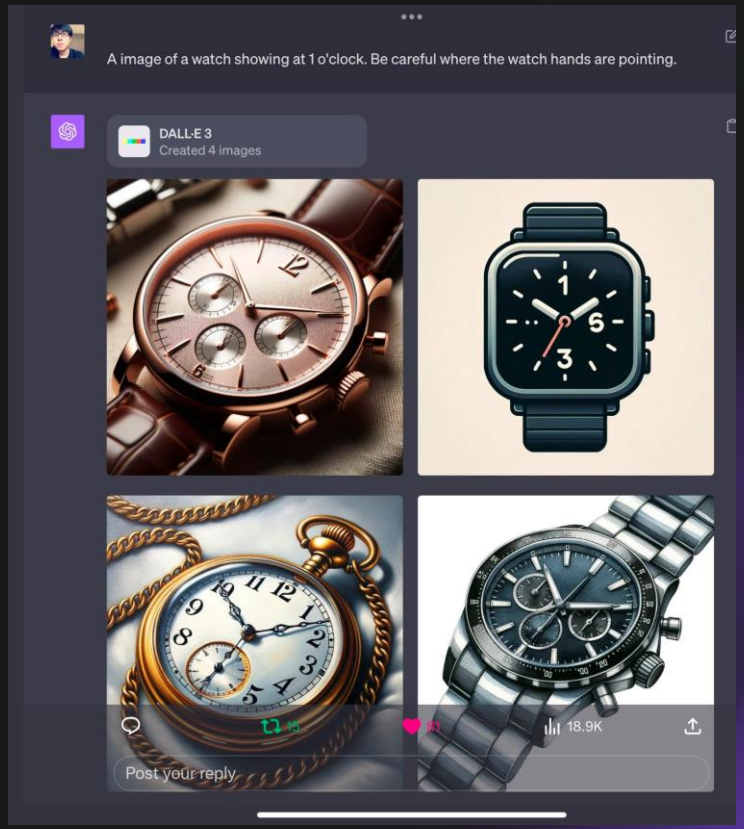
The model is trained on a vast amount of text and then receives additional training from humans to create guardrails. Both these processes may introduce biases in the model

Model cards for LLMs are notoriously terrible on their training sets





Why are LLMs biased?



If an LLM hasn't seen seen it in the training training set, it can't can't reproduce it it

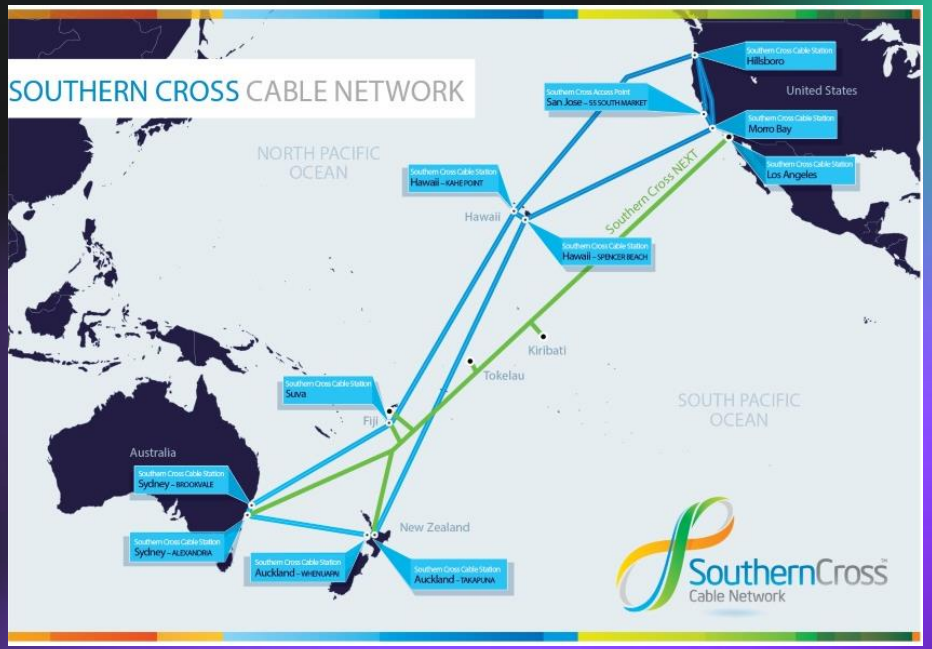
Confidentiality/privacy.

Main pain points

- Privacy
- Confidentiality
- Privilege

LLMs do not adhere to modern infosec tenancy guidelines

Also, remember that training happens at lots of different levels, complicating things dramatically



Hallucinations.

Are hallucinations a problem?

Prompt: Why was Dan Hunter dismissed from his job as Dean of Law at King's College London?

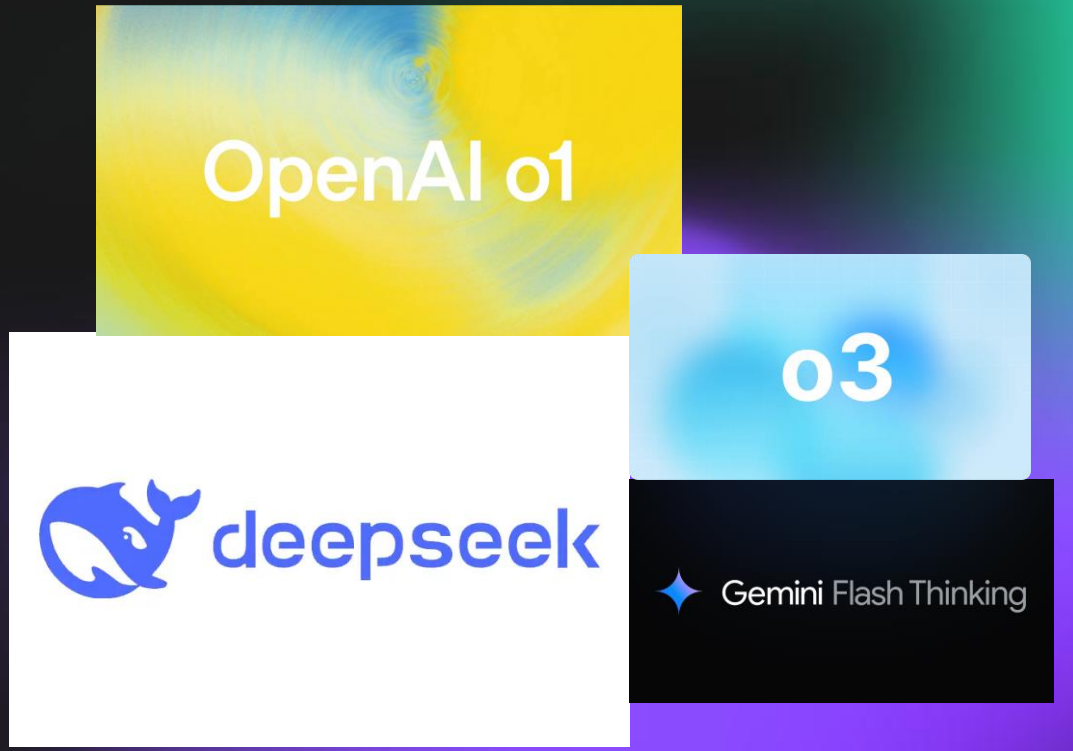
The REAL risk for teams

Institutions are risk averse, but individual users are dramatically improved by them

Ok, so what about agents...?

Agents start with reasoners.

The newest class of models can do quasi-reasoning via reinforcement learning and inference time monkey-business (but they're still LLMs)



And then they add tools.

AI

Google rolls out Project Mariner, its web-browsing AI agent

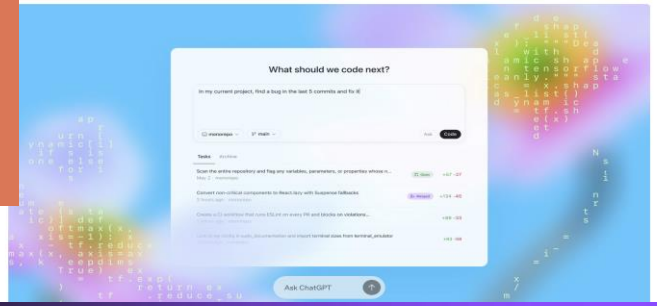
ANTHROP\C

Model Context Protocol

Introducing Codex

A cloud-based software engineering agent that can work on many tasks in parallel, powered by codex-1. Available to ChatGPT Pro, Team, and Enterprise users today, and Plus users soon.

Try Codex ↗



So many different tools and connectors

And then they add tools.

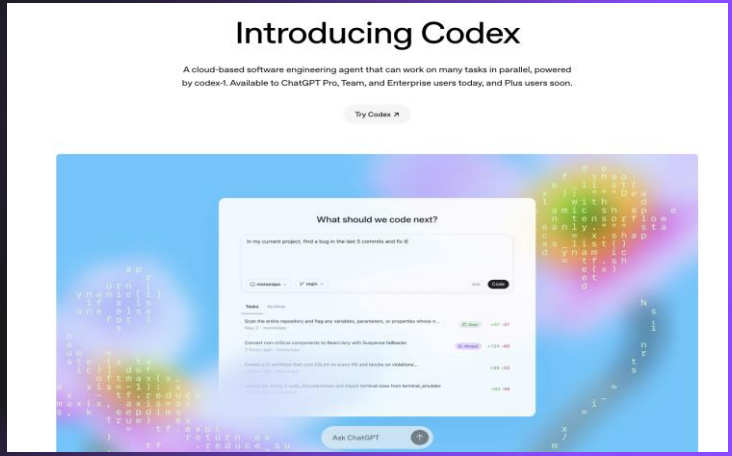
Web search + reasoners

And then they add tools.

Web browsing can be done by agents now

And then they add tools.

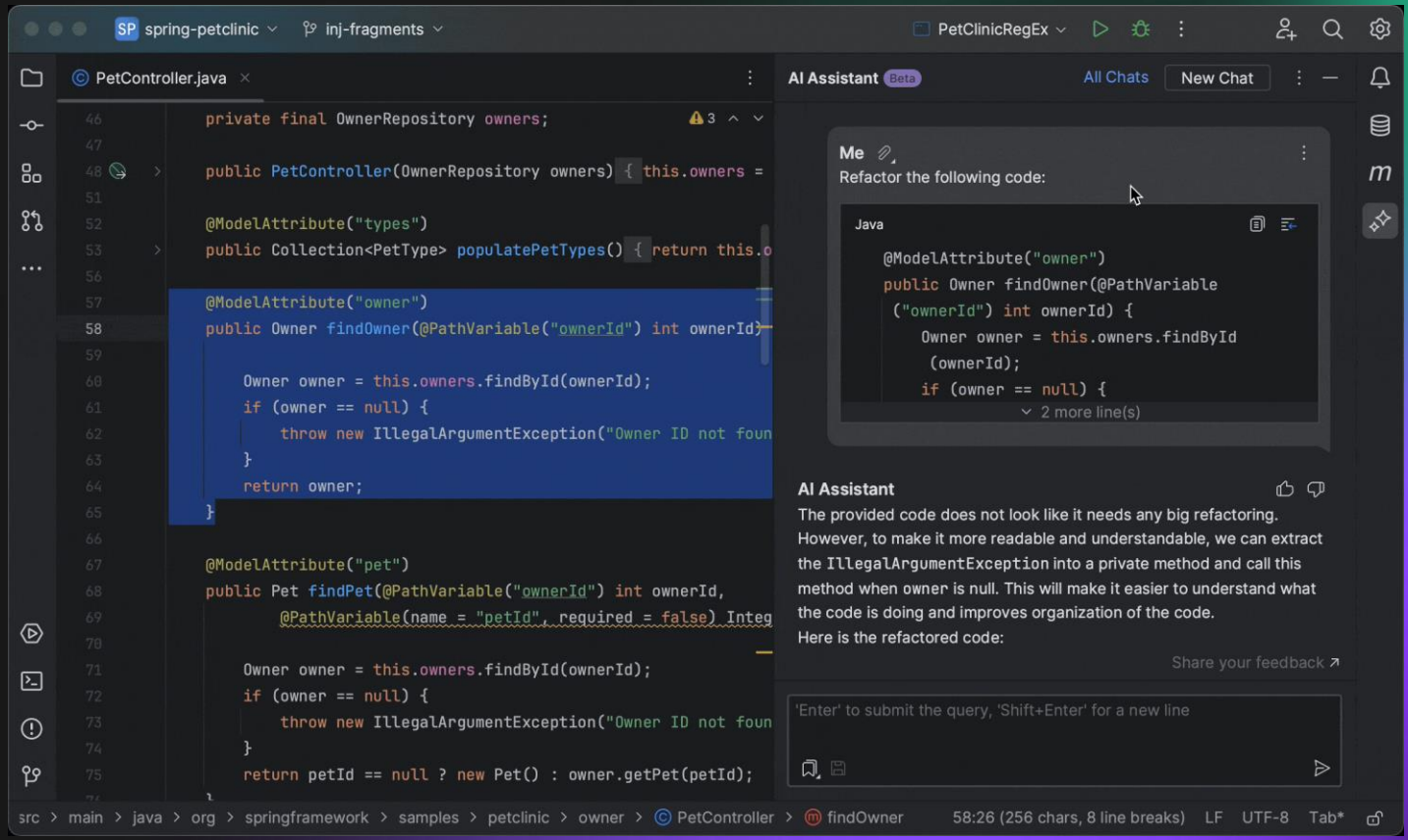
Coding agents



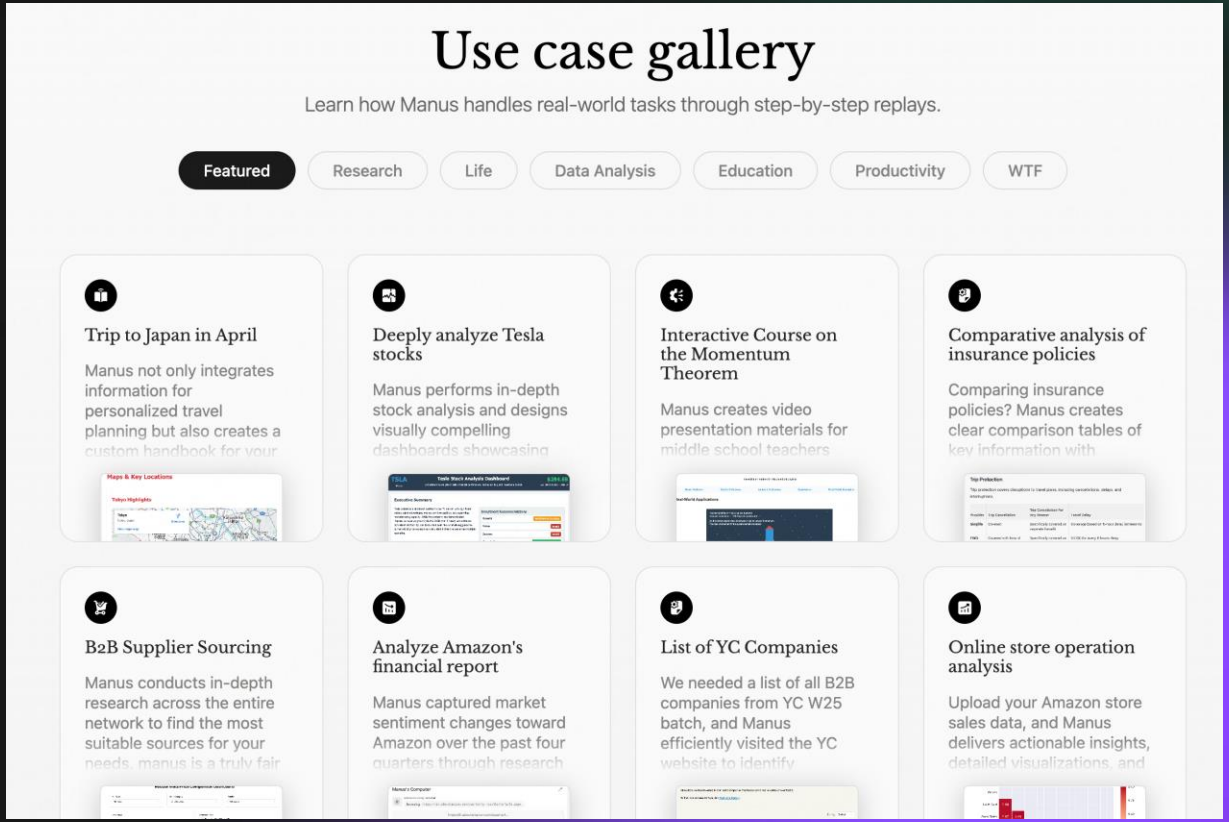
And then they add tools.

Connectors allow for you to query other people's data using your preferred model/platform

Best examples are in software dev.



But they’re coming for all sectors.



Agents and AI-native lawyering

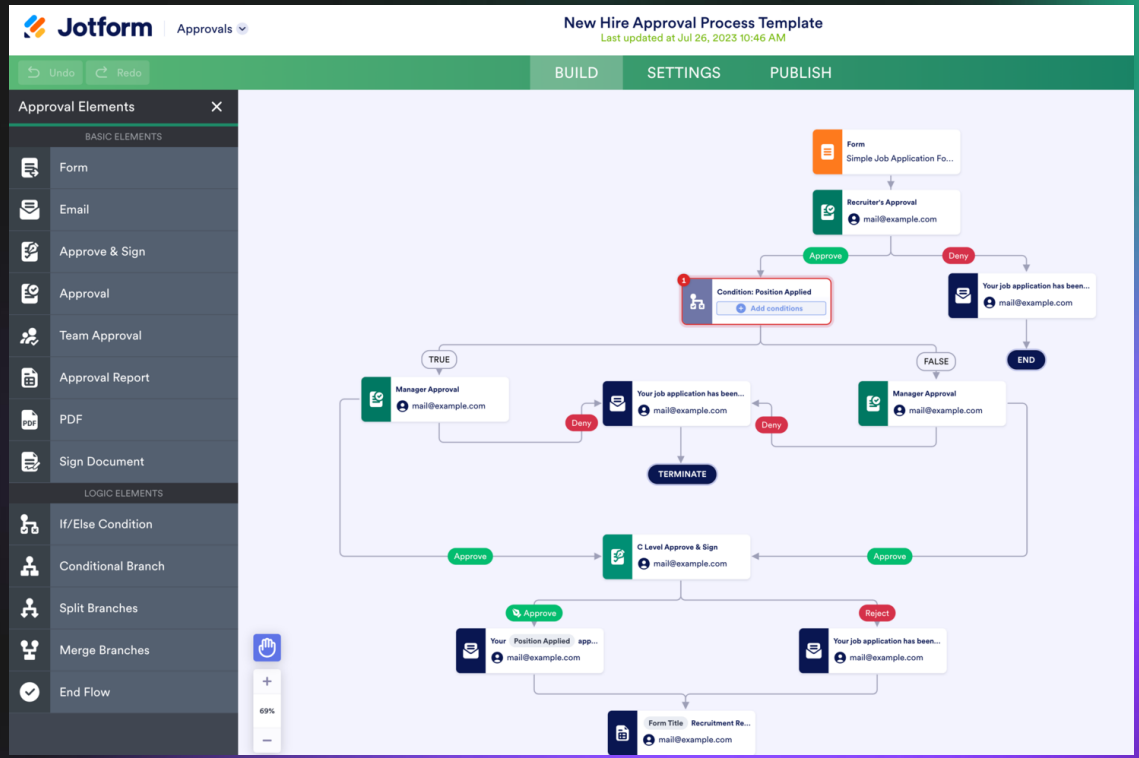
At the moment legal agentic AI is hype.

Legal agentic is hard because of trust and validity (aka the entailment problem)

At the moment legal agentic AI is hype.

Legal agentic is hard because of trust and validity (aka the entailment problem)

But you can actually build this in fairly easily



How does AI-native law differ?

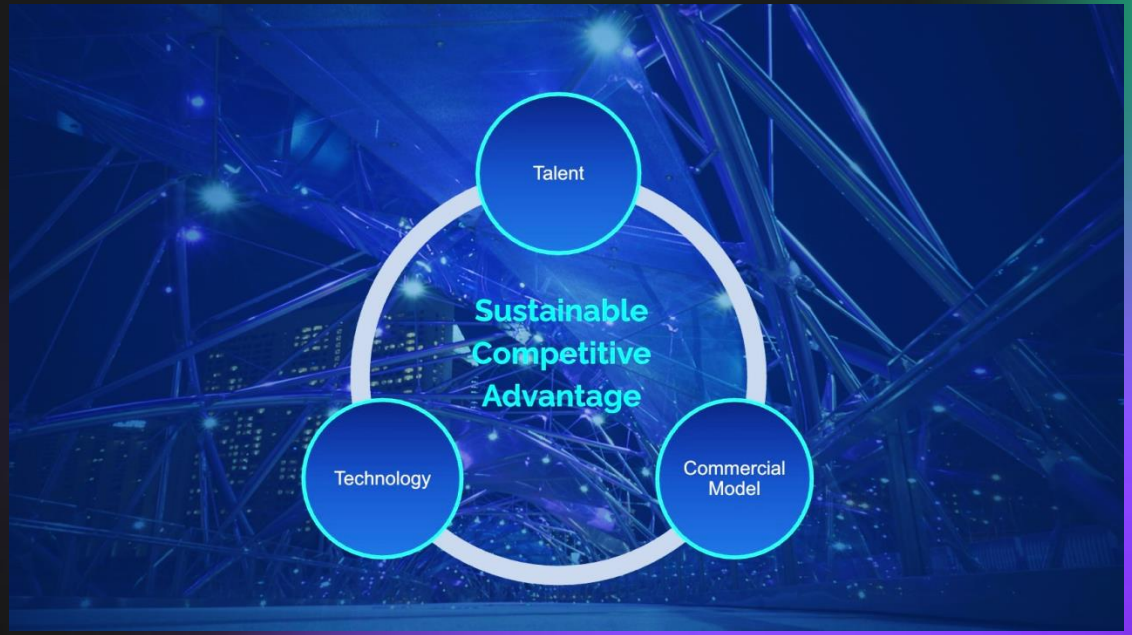
How would you deliver legal services if you started with a blank sheet of paper?

How does AI-native law differ?

The tech stack is different

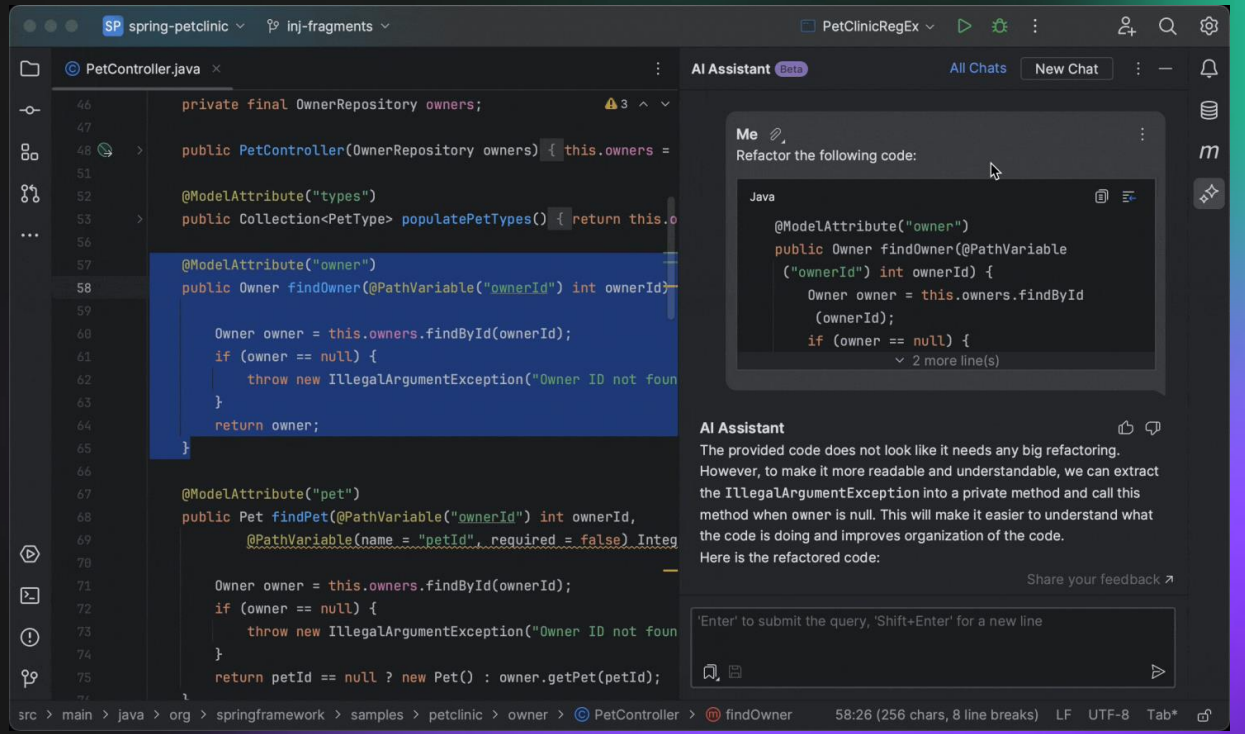
The talent stack is different

The business model is different



The tech stack.

Probably less like the current crop of platforms and more like software development



The talent stack.

We used to hire and train fighter pilots…
we’re going to be hiring and training drone operators

The business model.

How much work can move in house with agents?

ETHAN BATRASKI

Death of the Billable Hour: Legal's $900B AI Repricing

The legal industry's last great inefficiency is ending. How AI-native firms will replace billable hours with outcome-based pricing at scale.

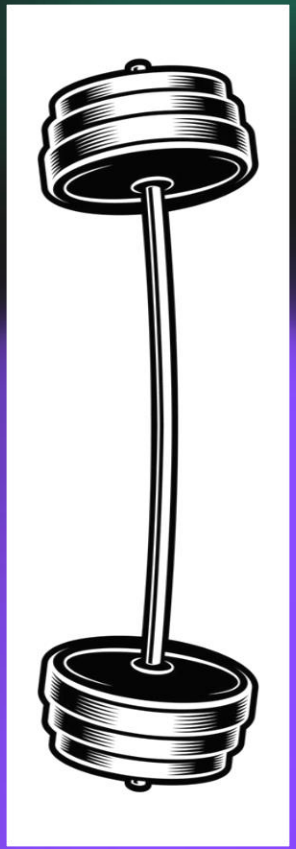
ETHAN BATRASKI
AUG 12, 2025

The legal industry represents one of the last great market inefficiencies in the modern economy. While every other sector discovered that speed and efficiency create competitive advantage, BigLaw built a $900 billion empire on the opposite insight: that scarcity and time consumption signal quality. They've trained clients to equate hours billed with value delivered, creating the only major industry where productivity gains threaten profitability.

The business model.

How much work can move in house with agents?

And the size and shape of your department may be different



Conclusions

I used to end with this.

If LLMs were a drug everyone would be prescribed them

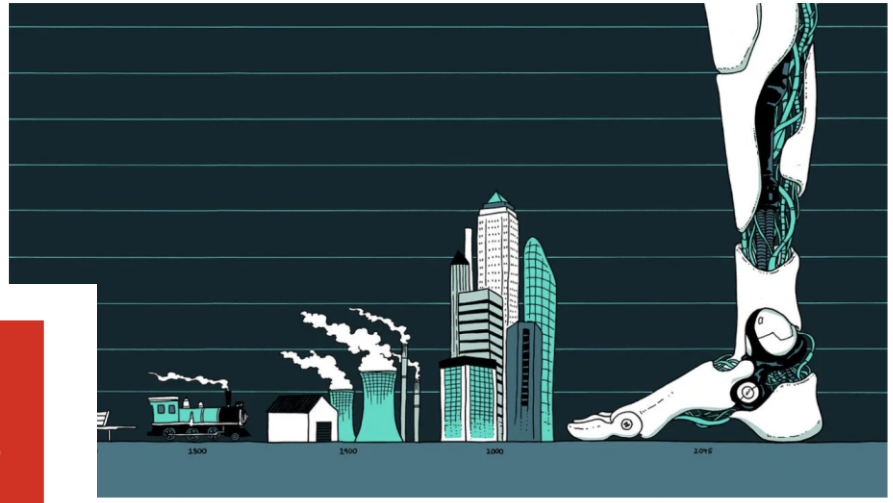
These days I end with this.

Briefing | Eureka all day long

What if AI made the world's economic growth explode?

Markets for goods, services and financial assets, as well as labour, would be upended

Share



The Economist

Thank you!

Dan Hunter

Executive Dean | Dickson Poon School of Law | King’s College London

ARTHUR COX LLP

The Incredible Present and Extraordinary Future of Generative AI in Law

Professor Dan Hunter, Executive Dean, The Dickson Poon School of Law, King's College London

Scan the QR code to get your CPD Certification

Coffee break

ARTHUR COX LLP

Scan the QR Code to ask questions throughout the session!

02

AI in the Organisation: Legal and Risk Considerations When Using AI Tools

Aoife Mac Ardle, Of Counsel, Technology and Innovation, Arthur Cox

AI Act Overview

Risk Based Framework

USE CASE 1

AI Tool for HR Meetings

Data Protection

Transparency and Legal Basis

DPIA

AI Act

Consider Risk Classification

Operational Considerations

Intended use of attendance notes

Use tool on opt in or opt out basis

USE CASE 2

AI Tool for Reviewing CVs

Data Protection

Transparency and Legal Basis

DPIA

AI Act

High Risk System under Annex III

Derogation under Article 6(3)

Operational Considerations

Use of specialist tool or general tool for specific purpose?

Where does the compliance burden sit?

USE CASE 3

AI Tools in Customer Call Centres

Data Protection

Transparency, Legal Basis, DPIA

Consider whether biometric data is in play

AI Act

Biometrics defined differently than under the GDPR

Consider Annex III and the use case

Operational Considerations

Real time application or after the fact training

Timelines

Data Protection

In force

AI Act

Obligations for High Risk AI Systems under Annex III currently due to commence 2 August 2026

Under Digital Omnibus Proposal this timeline would be pushed to 2 December 2027

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AI in the Organisation: Legal and Risk Considerations When Using AI Tools

Aoife Mac Ardle, Of Counsel, Technology and Innovation, Arthur Cox

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03

AI, Data Privacy, and the Evolving Regulatory Landscape

Navigating the Intersection of Innovation and Compliance

Colin Rooney, Partner and Head of Technology and Innovation, Arthur Cox

Scan the QR Code to ask questions throughout the session!

Session Agenda

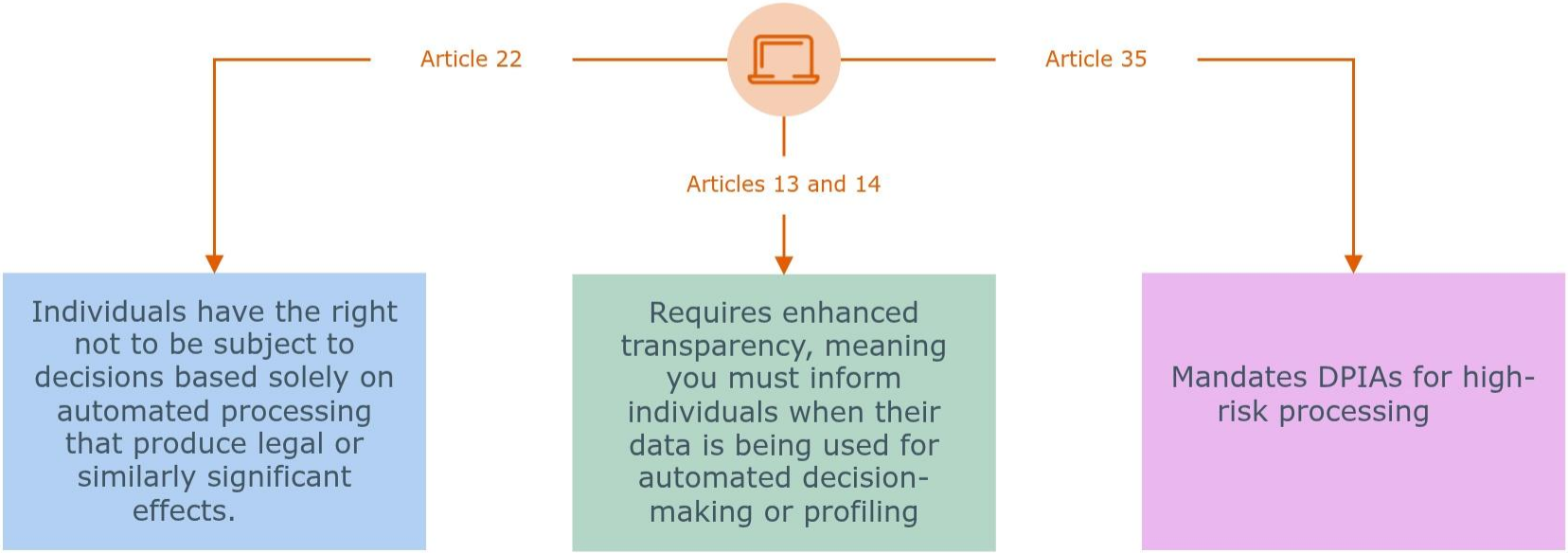
- Part 1: Overview of the Current Regulatory Framework
- Part 2: The Regulatory Response to AI
- Part 3: Key Obligations and Challenges
- Part 4: Emerging Solutions and Best Practices

Part 1:

Overview of the Current Regulatory Framework

Regulatory Considerations

The GDPR, whilst enacted before the current AI boom, contains several provisions directly relevant to AI systems. However, it was written as technology-neutral legislation, so whilst it applies to AI, it doesn't provide AI-specific guidance.



AI and Data Protection are Inherently Intertwined

AI Systems require extensive datasets for training and continue to process personal data during operation

Tension with established data protection principles…

GDPR	AI
Requires data minimisation	Requires large data sets
Purpose limitation requires the specification of why data is collected	Systems can adapt in ways that weren't originally anticipated
Transparency is crucial	AI systems operate as "black boxes" where specific decisions are difficult to explain
Purpose limitation requires the specification of why data is collected	Complex when dealing with sophisticated AI systems

Google

In 2024, the DPC launched an inquiry into Google Ireland Ltd concerning the use of personal data in developing its foundational AI model

In 2025, the DPC launched an inquiry into X concerning the processing of personal data from publicly accessible posts for training its Grok AI model

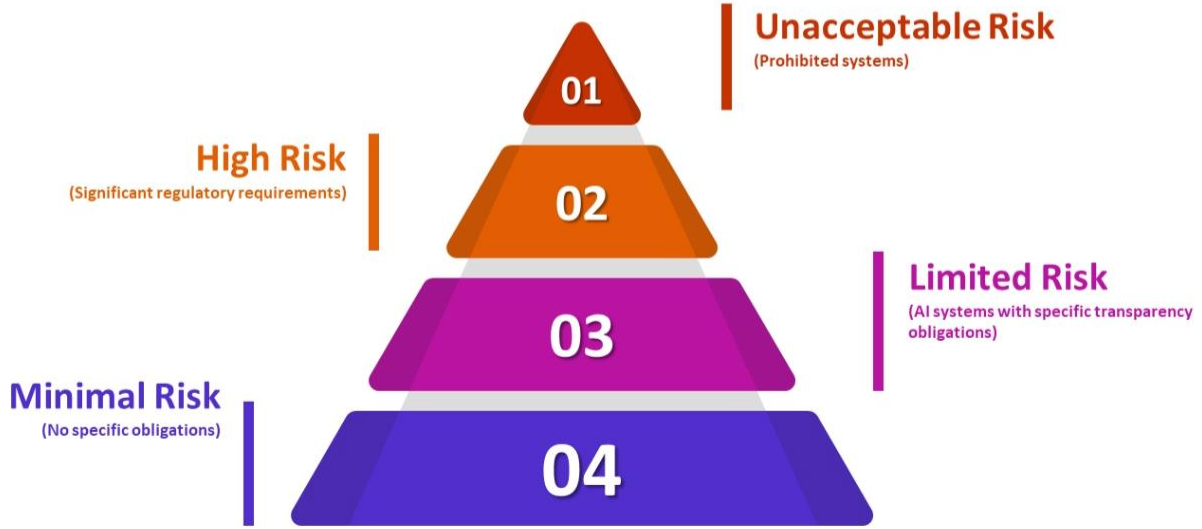
Scan the QR Code to ask questions throughout the session!

Part 2:

The Regulatory Response to AI

AI and Data Protection are Inherently Intertwined

- The AI Act regulates the use of AI in the EU and seeks to provide a balance between supervising certain categories of AI as well as supporting innovation and transformation within the AI industry.
- The AI Act is the first EU legislation to specifically regulate AI systems and introduces a technology-neutral definition of AI and categories AI systems using a risk-based approach.



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Part 3:

Key Obligations and Challenges

AI and Data Protection are Inherently Intertwined

The penalties for non-compliance are substantial - up to **€35 million or 7% of global annual turnover** for prohibited AI practices.

€15 million or 3% of global annual turnover for other infringements of the AI Act.

€7.5 million or 1.5% of global annual turnover for supplying incorrect information to authorities

Obligations include:

- Establishing a risk management system;
- Data Governance;
- System traceability;
- Provide clear information on the AI's capabilities and limitations;
- Meaningful human control;
- Accuracy and robustness standards;
- Cybersecurity measures; and
- For high-risk systems, third-party conformity assessments are required before deployment.

Practical Challenges

AI and Data Protection

- Algorithmic transparency
- Bias in systems
- Obtaining valid consent
- Cross-border data flows
- AI deployed prior to regulations needs retrofitting for compliance
- Vendor management

Organisational Challenges

- **Generative AI & LLMs:** Copyright, misinformation, data scraping concerns.
- **AI in Employment:** Hiring, performance monitoring.
- **Biometric AI:** Facial recognition, emotion detection.

Regulatory and Ethical Issues

- **Liability:** Who is responsible when AI causes harm?
- **AI Act Enforcement:** First major actions expected 2026-2027.
- **Sector-Specific Rules:** Healthcare, finance, automated vehicles.
- **Balancing Act:** Innovation vs Protection of fundamental rights.

Scan the QR Code to ask questions throughout the session!

Part 4:

Emerging Solutions and Best Practices

Effective compliance frameworks require a strategic, multi-layered approach.

Establish proper governance and accountability structures

Create an AI governance committee with cross-functional representation. Designate clear accountability roles and develop an AI ethics framework.

Conduct comprehensive risk assessments and classification

Create an inventory of all AI systems across your organisation. Classify each system according to risk level under the AI Act and conduct DPIAs for high-risk systems.

Implement technical measures

Conduct robust testing and validation before deployment and continuously thereafter. Ensure strong security and access controls. Prioritise documentation and transparency

Human oversight

Design human oversight processes for significant decisions.

Human oversight is only meaningful if humans understand the AI systems they're overseeing and can make informed judgements.

Key Takeaways

Complex regulatory landscape

AI and data protection are inseparably linked

Risk-based approach

Building compliance into AI systems from the design stage

Human oversight and accountability are essential

Action Points

- Inventory AI systems and assess risk levels.
- Establish AI governance with clear accountability.
- Update DPIAs to address AI-specific risks.
- Assess third-party AI tools for compliance.
- Develop staff training on AI capabilities and limitations.
- Monitor regulatory developments actively.
- Engage with regulators and industry bodies to shape best practices.

Questions

Colin Rooney, Partner and Head of Technology and Innovation, Arthur Cox

Aoife Mac Ardle, Of Counsel, Technology and Innovation, Arthur Cox

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AI, Data Privacy, and the Evolving Regulatory Landscape

Colin Rooney, Partner and Head of Technology and Innovation, Arthur Cox

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Lunch

04

Cultural Intelligence: Applying it to Build Effective Legal Teams

Ritika Wadhwa, Founder, Prabhaav Global

Prabhaav GLOBAL

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Cultural Intelligence:

How can we use it to build effective legal teams?

Ritika Wadhwa
CEO & Founder

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“It is not the strongest of the species that survives, nor the most intelligent.

It is the one that is most adaptable to change”.

Charles Darwin

A KPMG study suggests that **80%** of International ventures fail due to cultural differences and the UK economy loses **$48 Billion** annually due to lack of cultural skills

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True or False?

1. One could live in any country in the world, if one were honest and well-intentioned.

2. Business is business in any country.

3. Diverse teams are more innovative, by default.

My story

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My journey with CQ

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Prabhaav GLOBAL
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Agenda

1. What is culture?
2. What is CQ and why is it needed?
3. Diving into the 4 capabilities
4. Practical tips & call to action
5. Questions and reflections

Learning objectives

1. Self awareness of how culture influences your interactions with others.

1. Understanding how to develop and apply CQ in yourself and others.

1. Effectiveness working with multicultural colleagues and customers.

Question

How was common cold cured in your house when you were growing up?

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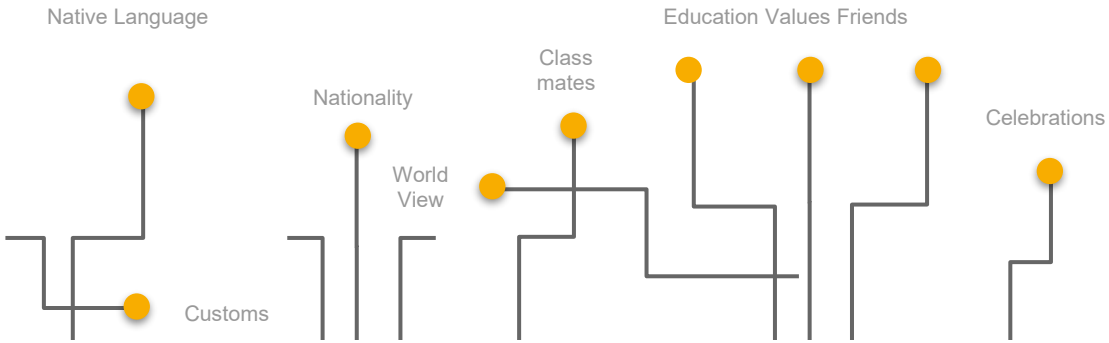
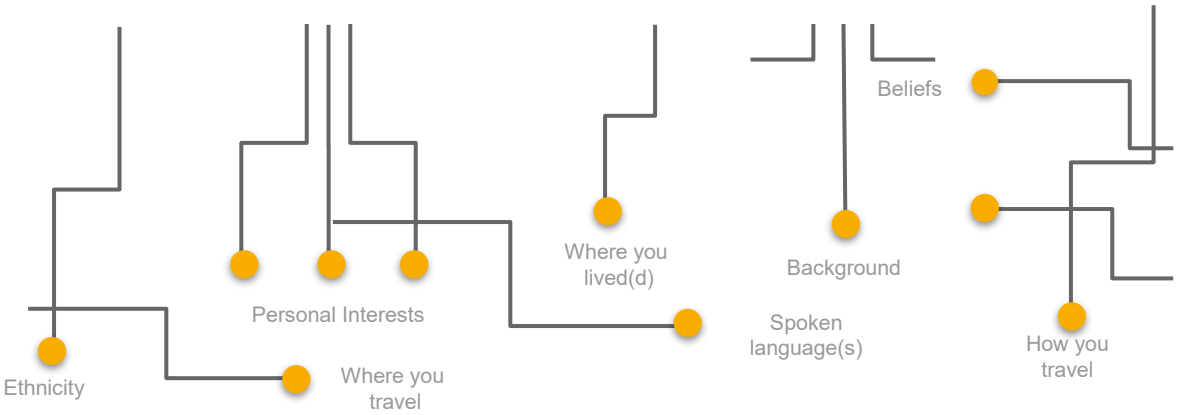
What is Culture?

Culture is defined as:

the ideas, customs, and social behaviour of a particular people or society.



YOUR OWN CULTURAL WIRING



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Organisational Culture

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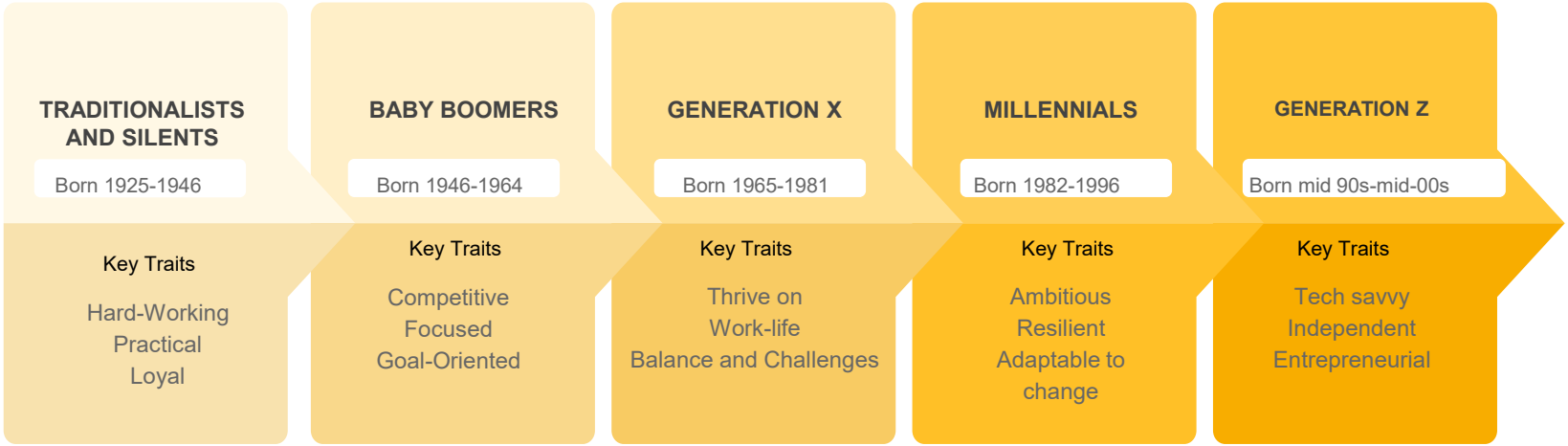
Generational culture



Research basis of Cultural Intelligence (CQ)

1. 1148+ peer viewed studies
2. 150,000 + surveyed
3. Across 148 countries
4. Over 20+ years

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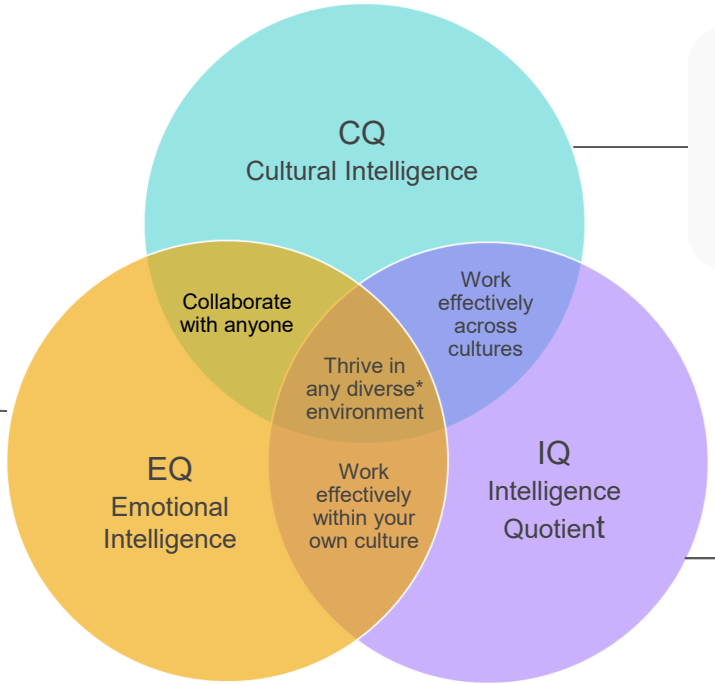
CQ Myths!

1. High emotional intelligence
2. Technical competence
3. Intercultural effectiveness
4. International travel

Intelligence Matrix



Drive & self-efficacy
Identify what is culture related
Understand how cultures are different
Plan/Be present /Check/ Reflect
Flex behaviour

Noticing emotions in oneself
Noticing emotions in others
Regulating one's emotions
Using emotions to facilitate performance

Logical
Spatial, Verbal &
Mathematical Reasoning
Memory Recall
Technical Skills
Problem Solving

*Diverse dimensions: nationality, ethnicity, age, socio economic status, gender, etc

Karine Duranty, Catherine Wu Nomad 2022

What is CQ?

Cultural Intelligence (CQ)

is the **capability** to function and relate **effectively** in culturally diverse situations.

Cultural Intelligence Capabilities

CQ Drive

Your Level of Interest, Persistence, and confidence during multicultural interactions.

CQ Knowledge

Your understanding about how cultures are similar and different.

CQ Action

Your ability to adapt when relating and working in multicultural contexts.

CQ Strategy

Your awareness and ability to plan for multicultural interactions.

CQ Drive

CQ Drive

Your Level of Interest, Persistence, and confidence during multicultural interactions.

Why?

What behaviours do you find difficult to work with?

CQ Knowledge

CQ Knowledge

Your understand about how cultures are similar and different.

The Boat Test

You're in a boat with your mother, your spouse, and your child when the boat starts sinking. You can only save one person.

Whom will you save?

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The Boat Test

Western Societies:

- 60% save child
- 30% save spouse

AMEA Societies:

- 80% save mother

Family and Societal Dynamics

Behavioural preferences

- Individualism vs Collectivism
- Low vs High Power Distance
- Low vs. High Uncertainty Avoidance
- Cooperative vs. Competitive
- Short Term vs. Long Term
- Direct vs. Indirect
- Being vs. Doing
- Universalism vs. Particularism
- Non-Expressive vs. Expressive
- Linear vs. Non-Linear

What would you do?

I need a few volunteers for the rest of this session.

1. Would you volunteer?
2. Do you need more information to make this decision?

CQ Knowledge alone is dangerous...

CQ Strategy

CQ Strategy

Your awareness and ability to plan for multicultural interactions.

Why is the car parked like this?

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Practice Curiosity over Judgement.

CQ Action

CQ Action

Your ability to adapt when relating and working in multicultural contexts.

Role play

Person A: Talk about one of your favourite restaurants, when you were there last, and why you love it.

Person B: Listen, but don’t ever look your partner in the eye.

To adapt or not?

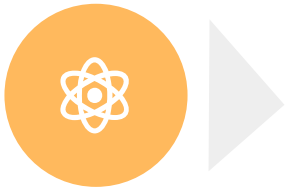
How can I best express my intention?

Will adapting compromise the mission?

Will retaining the differences make us stronger?

Why CQ?

Reduced conflict and misunderstandings



Trust, co-operation and negotiation effectiveness

Inclusion and innovation

Profitability and cost-savings

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Practical tips

Your view?

1. In a good meeting, a decision is made.

2. In a good meeting, various viewpoints are discussed and debated.

3. In a good meeting, a formal stamp is put on a decision that has been made before the meeting.

Culturally Intelligent team meetings

Explicitly state the meeting's objective upfront

Remind the group of how culturally diverse perspectives may influence topics of discussion

Plan the agenda in light of the cultural, personality, and power dynamics involved

Enforce team norms during the meeting discussions (e.g., interruptions, multi-tasking, coming prepared, etc.)

Daily CQ considerations

How will I adjust my leadership style based on who I'm meeting with today?

What diverse perspectives am I missing for decisions I'm making?

How does my position influence the data I'm getting?

What does clarity look like for the communications I'm reviewing/sharing today?

Culturally Intelligent AI prompt

Without CQ:
Analyse the following customer feedback data from the past quarter and identify the top 3 concerns.

With CQ:
Analyse the following customer feedback date from the past quarter and identify the top 3 concerns. Be aware of cultural differences in how the feedback is provided. Some customers might express dissatisfaction indirectly while others might be more forthright. Ensure the analysis captures these nuances to reflect the concerns across cultural groups in Europe.

The answers…

- Messages sent across cultural boundaries can only be correctly interpreted if the cultural context is appreciated.
- Business is conducted differently, with different rules in each country.
- Homogenous teams outperform diverse teams when CQ is missing.

Call to action

1. **Identify** some of the cultural identities of those within your team.
2. **Commit** to developing your CQ and applying it in various scenarios.
3. Start from a place of **curiosity** on what is acceptable and familiar in different situations.

People fail to get along because they fear each other.

They fear each other because they don't know each other.

They don't know each other because they have not communicated with each other .

Martin Luther King

Questions and Key takeaway?

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Cultural Intelligence: Applying it to Build Effective Legal Teams

Ritika Wadhwa, Founder, Prabhaav Global

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Coffee Break

05

The Evolving Role of In-House Senior Leadership

Stephen Ranalow, Partner and Head of Corporate and M&A, Arthur Cox

Niamh Flood, Chief of Staff and General Counsel, CRH

Andrew Walsh, Chief Legal Officer, PTSB

Máire Neary, Vice President, People and Legal, Flipdish

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SCAN ME

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Thank You and Closing

Mairéad Duncan-Jones, Partner and Head of Knowledge, Learning & Development, Arthur Cox

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BEST PRACTICES 2025

Empowering In-House Counsel

Artificial, Cultural and Market Intelligence

Wednesday, 26 November 2025