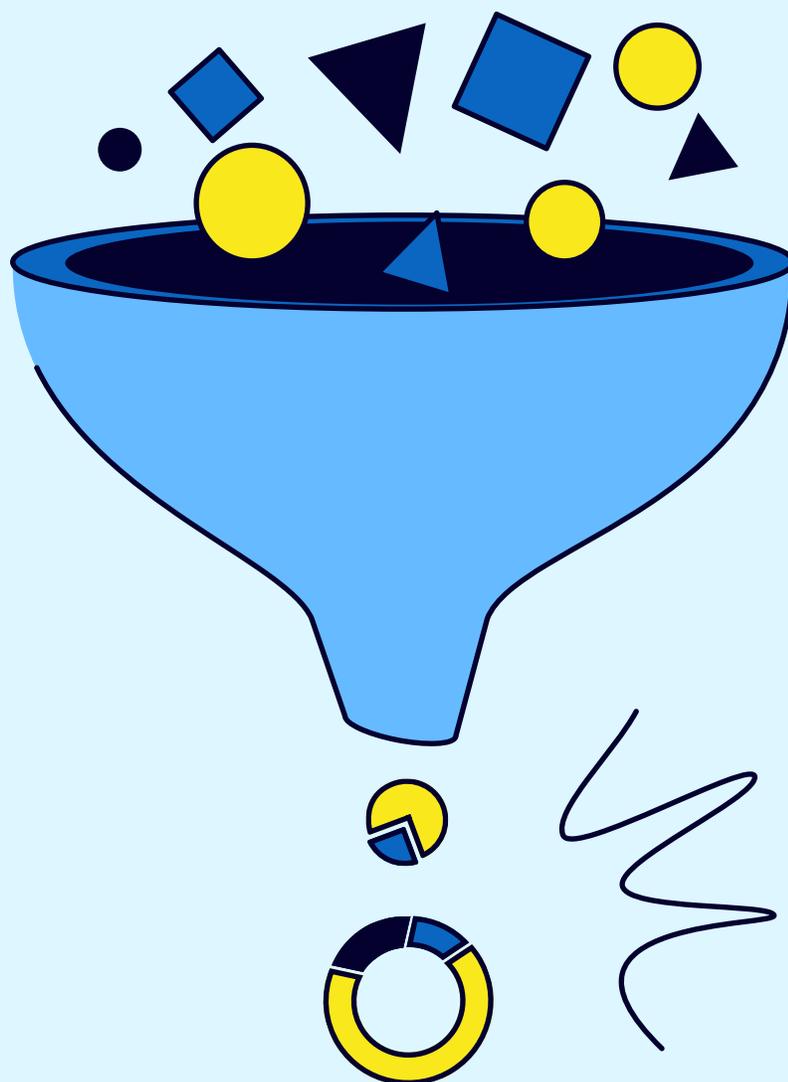


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# The State *of* Legal Tech

This report highlights how law firms are navigating AI, efficiency, and rising client demands, informed by the real-world perspectives of 300+ law firm professionals. The findings uncover opportunities to save time and costs while improving performance and provide a clear benchmark for informed, future-ready decisions.

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# Executive Summary

Legal AI has moved beyond experimentation. Across more than 300 personal injury firms surveyed, adoption is now practical, workflow-driven, and focused on measurable results.

What was once viewed as emerging or uncertain is now becoming an operational priority for firms focused on efficiency, performance, and client service. As the market matures, the conversation has shifted from whether to adopt AI to how to apply it effectively.

In partnership with Morgan & Morgan this report draws on insights from more than **300 personal injury firms** to understand how technology is being used in practice, not just in theory. The results paint a clear picture of where firms are investing, what's delivering measurable impact, and where opportunities remain.

Together, these findings offer a practical roadmap for firms ready to move beyond the hype, benchmark their approach, and implement solutions that drive real, sustainable ROI.

**60%+** firms



Using or Scaling AI

**\$5K** or less



Annual AI budgets for most firms

**61%** biggest time drain



Repetitive Admin Tasks

**69%** biggest barrier



Accuracy Concerns

## Key Implication:

AI is no longer experimental. Firms seeing the greatest impact are embedding AI directly into daily workflows that reduce administrative burden and accelerate case movement.

# The Market Is Moving From Experimentation To Execution

AI adoption in personal injury law has become standard practice, with **only 8% of firms reporting no AI usage**. What began as experimentation has progressed to operational integration, reflecting a maturing market. The 2025 ABA Legal Industry Report indicates that “firms increasingly prioritize tools that integrate with trusted systems and align with existing workflows, signaling a shift from novelty-driven adoption to execution-focused selection.”

This shift suggests that competitive advantage will increasingly be determined by how effectively firms operationalize AI within core case workflows.



## Adoption Is The Norm

More than **60% of firms are already using or actively scaling AI** within their practices, making technology enablement a baseline capability rather than a differentiator.

## Investment Remains Measured

Budgets remain disciplined, with **firms spending under \$5,000** annually. Rather than large investments, firms are taking a results-driven approach, prioritizing tools that deliver immediate operational value.

## Operational Efficiency Drives Demand

**Administrative and document-heavy processes, including medical record review and demand preparation, are the primary pressure points**, with 61% identifying these tasks as their top operational burden.

## Trust Is The Final Hurdle

**Accuracy and reliability** remain the leading barriers to broader adoption, cited by 69% of firms. As solutions mature and trust improves, implementation is expected to accelerate further.

### Key Takeaway:

AI adoption is now baseline. Competitive advantage comes from integrating AI into daily workflows, not simply using it.

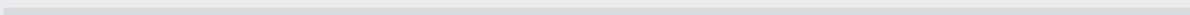
# Investment Remains Measured



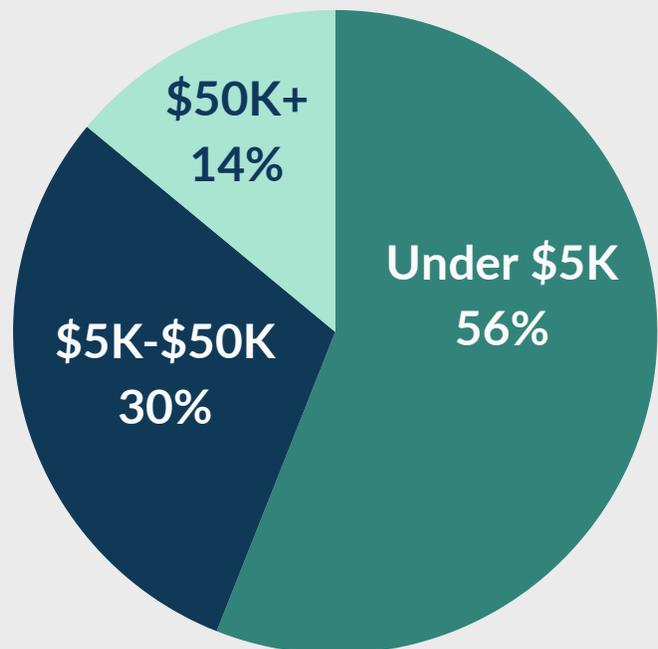
Despite broad adoption, AI spending remains limited. More than 55% of firms report annual budgets under \$5,000, with only a small commitment before scaling investments.

This restraint reflects purchasing behavior, not hesitation. Managing Partners and Attorneys evaluate AI through a clear cost-benefit lens, **expecting technology to replace labor or vendor expenses rather than introduce new overhead**. As a result, most firms prioritize targeted pilots and proven use cases over sweeping deployments.

Operationally, AI is being treated like any other core business system: it must demonstrate measurable time savings and output. Future growth in spend is therefore expected to come from reallocation, not expansion, shifting dollars away from outsourced services and manual processes toward systems that deliver faster, more consistent results.



● **AI investment isn't expanding budgets - it's reallocating them.**  
Firms are funding technology by replacing manual labor and outsourced services, not adding new overhead.



## Key Takeaway:

Most firms are funding AI by replacing manual work and vendor costs, not increasing overall budgets.

# Operational Demand Is Driving Adoption

AI adoption is being driven by operational demand rather than experimentation. Firms are prioritizing solutions that directly address capacity constraints and high-volume workflows. The most frequently cited needs include **reducing repetitive administrative tasks (61%)**, **improving accuracy and consistency (59%)**, and **managing growing caseloads (52%)**.

As the 2025 Thomson Reuters Future of Professionals/Generative AI report notes, **“AI is driving productivity of routine legal tasks, including document review, legal research, and contract analysis,”** reinforcing that firms are beginning to operationalize AI within core workflows.

This shift is reshaping how AI is evaluated. The most effective implementations focus on tasks where standardization and speed deliver immediate operational value.

The objective is reliability at scale. When outputs are consistent and review time is reduced, firms can increase throughput without adding headcount.



*"LawPro.ai significantly reduces the burden of medical record review by organizing large volumes of records and highlighting clinically and legally relevant data. Tasks that previously required hours of manual review – such as medical timelines, injury, and treatment gaps – are now completed faster and with greater accuracy."*

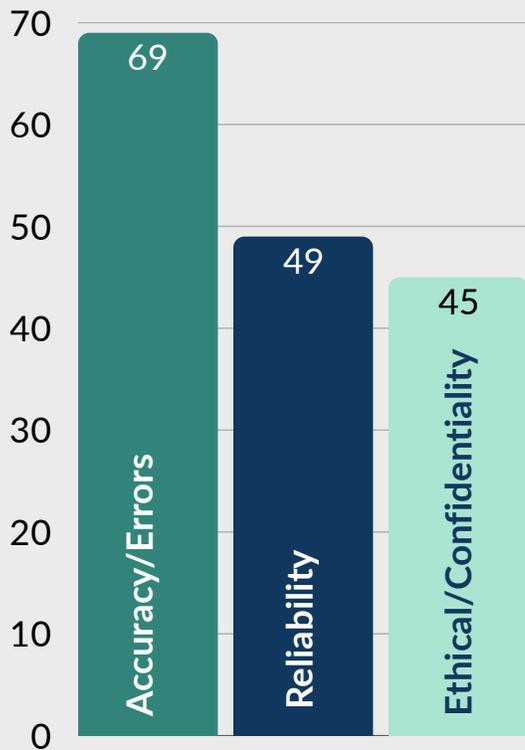
-Diana Stone, Director of Life Care Planning and Medical Operations, Morgan & Morgan

## Key Takeaway:

Capacity, not curiosity, is driving AI adoption.

# Trust Is Limiting Expansion

## AI Barriers



While efficiency is accelerating adoption, trust is constraining broader implementation.

Nearly 70% of firms cite accuracy as the primary barrier to deeper AI integration, alongside concerns around reliability, confidentiality, and ethical risk. In legal practice, errors carry direct professional and financial consequences, raising the threshold for acceptable performance.

This is reshaping how tools are evaluated. Systems that generate answers and outputs cannot be verified quickly and confidently; speed alone provides limited value.

As a result, transparency has become the standard and is positioned for broader adoption. Approaches that require additional oversight or rely on opaque, “black-box” results remain confined to low-risk or limited tasks.

Trust is no longer a preference; it is a functional requirement. AI must deliver defensible, verifiable results that attorneys can confidently rely on in practice. Without that foundation, efficiency gains do not reduce risk; they increase it.

*“We’re very intentional about keeping complexity behind the scenes. Most legal professionals don’t want to ‘use AI’; they want answers they can trust, faster...We focus on clear sourcing, structured outputs, predictable formatting, and guardrails that reduce the risk of hallucination or misinterpretation.”*

– Stephanie Fernandez, Head of Product, LawPro.ai

### Key Takeaway:

If outputs cannot be verified quickly, adoption stalls, regardless of speed.

# Future Investment Priorities

Over the next 12 to 18 months, firms plan to concentrate AI investment on tools that directly support case development and revenue-generating workflows.

This focus reflects a shift from experimentation to execution. AI is increasingly being embedded within the processes that govern how efficiently cases move, how thoroughly they are prepared, and how consistently outcomes are delivered. When applied to these functions, automation enables firms to increase throughput while maintaining quality and control.

The most significant gains will come from restructuring work rather than layering technology onto existing processes. As a result, firms are prioritizing systems that eliminate bottlenecks and compress settlement timelines over tools that merely surface information without reducing manual effort.

This strategic approach is already linked to measurable results. According to a 2025 analysis, **“firms with a defined AI strategy were twice as likely to experience revenue growth and nearly four times more likely to report measurable ROI”** (BestLawFirms.com, 2025).



## Investment Focus Areas

Document Review	59%
Case Management	52%
Demand Drafting	52%
Export-Ready Chronologies	39%

### Key Takeaway:

Next-phase investment is focused on tools that directly accelerate case preparation and settlement timelines.

# Conclusion

Legal AI has entered a phase of maturity. Early experimentation is giving way to results-driven implementation, with firms prioritizing measurable impact over broad adoption. The focus is shifting from whether to adopt AI to how to implement it responsibly and effectively.

Progress is increasingly tied to operational value. Investment is concentrated in workflows that reduce friction, accelerate case movement, and improve consistency. Systems that demonstrate transparency, defensibility, and clear performance gains are expanding, while tools that cannot validate outputs remain limited in scope.

This change represents a lasting transformation, not a short-term adjustment. The future of legal AI will be defined less by model sophistication and more by reliability, trust, and integration into daily practice.

**“The data makes it clear that legal AI has moved beyond experimentation,” said Jeremy Schmerling, CEO and Co-founder of LawPro.ai. “Firms are becoming more selective, and trust has emerged as the deciding factor. Accuracy and evidence-backed insights now matter more than new features.”**

Ultimately, the advantage will belong not to the firms that adopt AI first, but to those that implement it in a way that is trusted, repeatable, and operationally effective.

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## About LawPro.ai

LawPro.ai equips legal teams with workflow-driven AI solutions designed to streamline operations, improve accuracy, and increase profitability.

## About Morgan & Morgan

Morgan & Morgan is America’s largest injury law firm, dedicated to fighting for the people—not the powerful—and advancing outcomes for clients nationwide.