ALM | LAW.COM

THE AMERICAN LAWYER

How AI Is Changing Latham, From Servers to Workflow Guidelines

By Ryan Harroff
September 16, 2026

What You Need to Know

- Latham bought its own servers from Nvidia which it is using to help develop AI tools and more securely handle client data while doing so.
- The firm also has a partnership with litigation data company PacerPro, which just announced its own partnership with legal AI platform Harvey.
- The firm has also developed standardized operating procedures and guidelines for AI tools.

Latham & Watkins is leaning in on artificial intelligence development and adoption to the point that its workflows and standard practices have shifted around the technology.

Latham bought multiple servers from Nvidia over the past few years to help facilitate its internal AI development, Law.com reported last week. The move allows the firm more security and freedom to work with client data without fear of leaking sensitive or confidential information to outside parties.

Beyond that, the firm has also formed an AI strategy committee with representative partners from multiple practices including its new AI practice. The firm has also developed standardized operating procedures and guidelines for AI tools. And for its litigation practice, it has a long-running partnership with PacerPro, which has given it substantial litigation data to pull from for tool development.

Courtesy photo

Michael Rubin, chair of Latham's AI strategy committee and a partner in the AI, technology and privacy practices at the firm, said in an interview that investments like the firm's recent server purchase from Nvidia are intended to keep ahead of the constantly evolving market.

"We have our own Nvidia GPUs on which we run our open weight models that we're then able to do all sorts of innovative things, both for clients and for ourselves, with our own custom software," Rubin said.

"That underscores the flexibility that we want to have. We want to make sure that we are both at the forefront today, but given the unpredictability of this market, it feels like every two weeks the market changes," he said, referring to changes in the legal market.

Amber Banks, another M&A partner and member of the firm's AI strategy committee, has been a key part of the AI workflow development process at Latham.

Speaking to Law.com, Banks said that she has seen Latham's approach to the new technology evolve over the past year from measures as simple as keeping track of what prompts work best to now having standardized operating procedures and guidelines on how to get the best output possible from AI tools.

"During the course of the last 12 months, in particular in our largest practice groups, we started honing in on the idea that obviously as we're doing this, there's going to be better ways of doing it, better workflows, better prompts," Banks said.

The firm also promoted internally use case of AI.

"We started down the path with making sure that we were publishing use cases and thinking through things and identifying people who were doing unique and interesting things and getting ahead and trying to make sure that was available to everyone in practice group and then, if it applied, everyone in the firm," Banks said.

Sam Newhouse, global vice chair of Latham's M&A and private equity team as well as a member of the AI strategy committee, said Latham is adopting AI on such a fully pervasive scale that quantifying its impact on the firm is nearly impossible.

The firm's AI strategy committee, he said, is designed to represent a wide variety of practices and their technological needs amid that broad adoption.

"Rather than just one person having great ideas and sitting on their own, we've recognized that the entire business needs to be involved in this evolution, revolution, whatever we might call it," Newhouse said. "And therefore we have people, the people who sit on that committee, represent the entire firm through from the tech side."

Part of navigating that ever-changing landscape involves getting input from all parts of the firm, Rubin and others told Law.com.

Latham's director of artificial intelligence for legal innovation, Adam Ziegler, described how Latham has long maintained a partnership with court data automation company PacerPro to collect and analyze litigation data pulled from Latham's own cases.

In recent weeks, PacerPro announced a partnership with legal-focused AI platform Harvey which will allow much of PacerPro's data to be integrated into the Harvey platform directly, rather than users having to input it themselves on a case-by-case basis.

"What this does is it completes the connection so there's less manual work, there's less need to kind of move things around, and the data we've been using will be available directly in Harvey," Ziegler said. "That is going to, I think, really supercharge what we can do. It's a great example of two really key technology partners coming together to do something that for us, and I'm sure for their other customers, is incredibly useful and valuable and a real kind of sum-greater-than-the-parts type of situation."

Other elite firms have also been making investments in AI on a broad scale.

Kirkland & Ellis and Freshfields have announced big deals with AI firms like Palantir and Anthropic. Plaintiff firm Morgan & Morgan also said this week that it has spent $300 million over the past several years on a proprietary, in-house legal artificial intelligence platform.

Rudy DeFelice, global head of AI strategy at consultancy Harbor Global, said in an interview that he has not seen AI investment as extensive as what Latham is doing at any other elite firms, but that it is not going to be the last to do so.

DeFelice said that while other firms are putting substantial money into AI, Latham "added territory to the map" by buying its own servers.

"I don't know anyone who has made a bigger play than Latham unless you count kind of Kirkland and Morgan & Morgan in that category," DeFelice said. "But I don't think they (Latham) are going to be the only ones. They've been in a really good situation because the size of their staff and the size of their war chest. They can do a lot of things really easily right now."

Reprinted with permission from the September 16, 2026 edition of the THE AMERICAN LAWYER © 2026 ALM Global Properties, LLC. All rights reserved. Further duplication without permission is prohibited, contact 877-256-2472 or asset-and-logo-licensing@alm.com. # TAL-09162026