

ENTERPRISE AI STRATEGY

AI Can Triage. It Can't Be Accountable.

Most enterprises have the order backwards, and Big Law and Wall Street are already showing why it matters.

What's inside

- 01** The cuts already happening, and why they're not about cost
- 02** The hybrid operating model forming underneath
- 03** The accountability gap the research keeps finding
- 04** Four things enterprises should actually do

22%

drop in entry-level associate hiring at the 100 largest US law firms

4,613 entry-level hires in 2025, down from 5,917 in 2024. Firm Prospects data, via Axios, May 2026.

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cut to junior analyst class sizes at Goldman Sachs, JPMorgan, Citi and Barclays

As AI absorbs the entry-level work that used to train judgment. Fortune, June 2026.

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GOVERNANCE & ACCOUNTABILITY

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56.9%

increase in prescribing errors when clinicians deferred to a wrong automated alert

Automation bias in electronic prescribing. Lyell, Magrabi, Raban et al., BMC Medical Informatics and Decision Making, 2017.

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THE FRAMEWORK

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Three dimensions, one coupled plan

OPERATING MODEL

Hybrid squads combining legal, risk and technical acumen, moving faster than reskilling can keep up

ACCOUNTABILITY

AI assists triage; a named human still signs, but only if that judgment stays genuinely exercised

WORKFORCE

Entry-level, procedural work shrinks just as advisory judgment becomes the whole job

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62%

of those same banks' AI talent is sourced from the junior analyst cohorts they're cutting

The pipeline and the cut are the same fiscal year, the same function.
Fortune, June 2026.

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THE WARNING

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We outsource our reasoning to these models, and we have cognitive atrophy that stops us being able to reason from first principles ourselves.

Chris Churchman

Partner, Goldman Sachs, co-chair of its AI working group

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WHAT TO DO

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Four things this quarter

- 01** Redesign the junior curriculum around reviewing AI output, don't just shrink the class
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- 02** Make accountability structural: named sign-off, logged overrides, tracked agreement rates

- 03** Staff hybrid squads before the skill-mismatch bites, not after deployment

- 04** Measure judgment quality over time, not throughput or cost saved

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**Triage isn't the hard part.
Accountability is.**



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