

# AI STRATEGY FOR LEGAL LEADERS



UNIVERSITY OF MIAMI  
**MIAMI HERBERT**  
BUSINESS SCHOOL

## EXECUTIVE AGENDA

Cap St. Georges Resort, Pafos, Cyprus  
June 6<sup>th</sup> - 7<sup>th</sup>, 2026

# Dr. Paul A. Pavlou

Dean - Miami Herbert Business School



On behalf of the University of Miami Herbert Business School, it is my distinct privilege to welcome you to this premier executive program at the intersection of artificial intelligence, law, and strategic leadership.

Your presence here reflects not only a commitment to excellence, but also a recognition that the legal profession is entering a defining moment. Artificial intelligence—alongside evolving regulatory frameworks such as the EU AI Act—is fundamentally reshaping how legal services are delivered, how risk is governed, and how institutions establish trust in an increasingly digital world.

At Miami Herbert, we position ourselves at the forefront of this transformation. As a leading U.S. business school, our mandate is clear: to equip senior leaders with the strategic foresight, interdisciplinary perspective, and decision-making frameworks required to lead through complexity and uncertainty.

This program has been deliberately designed for law firm partners, in-house counsel, and regulatory leaders who are expected not only to understand AI—but to shape its responsible adoption and strategic deployment.

Over the course of this experience, you will engage with world-class faculty, challenge conventional thinking, and collaborate with a distinguished cohort of peers. The objective is not simply knowledge acquisition, but strategic elevation—translating AI from a technological concept into a source of competitive advantage, institutional resilience, and regulatory leadership.

I encourage you to approach this program with intellectual curiosity, openness, and ambition. The conversations you will have and the insights you will gain here are intended to extend far beyond these two days, informing how you lead, advise, and govern in the years ahead.

We are honored by your trust and confident that this program will deliver enduring value at both a professional and organizational level.

I wish you a truly transformative and rewarding experience.

Paul A. Pavlou, PhD  
Dean, Miami Herbert Business School  
University of Miami



# Marcos Kyriakides

Program Director, AI Strategy for Legal Leaders  
Business Development, Executive Education



On behalf of the University of Miami Herbert Business School, it is my pleasure to welcome you to the **AI Strategy for Legal Leaders** program at the Cap St. Georges. Your participation signals a clear understanding that artificial intelligence is not simply a technological shift—it is a strategic, regulatory, and competitive inflection point for the legal profession.

Today's legal leaders are operating in an environment where AI is redefining how legal services are delivered, how risks are managed, and how decisions are made. From generative AI to algorithmic governance and the evolving global regulatory landscape, the implications are profound—and immediate. Executive Education exists precisely for this moment.

Senior professionals cannot step away from their responsibilities to relearn their industries from scratch. Yet, the pace of change demands continuous recalibration of strategy, capabilities, and leadership mindset. Our role is to bridge that gap—translating complex technological developments into practical, business-relevant insights for legal leaders.

Over the coming days, I encourage you to fully leverage this experience—not only to deepen your understanding of AI, but to challenge assumptions, exchange perspectives, and rethink how your organization can lead rather than react. In today's legal and regulatory environment, this is not optional—it is a leadership imperative.

You may contact me directly at anytime at:

 **+1 786 650 5500** (Phone / Text / WhatsApp)

 **+357 99 699800** (Phone / Text)

[mxk2359@miami.edu](mailto:mxk2359@miami.edu)

Thank you for being here. I look forward to a highly engaging and impactful program together.

*Marcos K. Kyriakides*



# Friday June 5<sup>th</sup> 2026

## 17:00-19:00 | Arrival and Check-In

Please collect your welcome package from Miami Herbert Business School Executive Desk.

## 19:30-21:00 | Welcome Reception & Executive Networking

# Saturday June 6<sup>th</sup>, 2026

## 8:00-9:00 | Breakfast

## 9:00-10:30 | AI Foundations, Disruption & the AI Mindset (Dr. Gregory - Dr. Pavlou)

The program opens with a broad orientation to artificial intelligence: a brief history of AI, what generative AI is and why this moment is qualitatively different, and why AI constitutes a disruptive force that demands strategic attention from legal professionals. Participants develop an AI mindset — understanding learning curves, network effects, and the economics of AI adoption — before turning to the legal sector specifically.

## 10:30-11:00 | Coffee Break

## 11:00-12:30 | AI and Legal Ethics — EU Regulation & the Cyprus Context (Dr. Phellas)

This session focuses on the several ethical issues lawyers must be aware of and how to ethically integrate AI into their legal workflows. Focused examination of the regulatory and ethical environment shaping legal AI in Europe and Cyprus: the EU AI Act, GDPR interactions, professional conduct rules, confidentiality, privilege, conflict of interest, duty of candor, AI as giving legal advice and data-residency obligations. Session includes case discussion of how Cypriot firms and in-house teams are currently navigating these constraints and emerging risks arising from the use of generative AI in accordance with professional obligations.

## 12:30-13:30 | Lunch Break

## 13:30-15:00 | AI Tool Selection Challenge (Dr. Gregory - Dr. Dimoka)

Small-group simulation in which participants select appropriate AI tools for realistic legal tasks across four rounds of increasing complexity. Each round introduces new constraints: data sensitivity (public vs. privileged), cognitive complexity (from simple summarization to strategic workflow design), and practice-area requirements. Groups work with an AI Tool Reference Sheet — tailored to tools commonly used in Cyprus — and must justify their selections considering regulatory, ethical, and practical trade-offs. Participants are paired so those with access to legal-specific tools (e.g., CoCounsel, Harvey, Lexis+ AI) sit alongside those using general-purpose tools (ChatGPT, Claude), surfacing the trade-offs directly. Debriefs after each round build toward a systematic decision framework.

## 15:00-15:30 | Coffee Break

## 15:30-17:00 | Strategic AI Adoption & Innovation (Dr. DeStefano - Dr. Gregory)

Led by one of the legal industry's foremost innovation strategists, this session addresses the leadership and organizational dimensions of AI adoption. Professor DeStefano opens with an inspirational lecture drawing on her research into how the in-house / law-firm / business-client relationship is evolving under AI, and why efficiency alone is the wrong frame — AI-enabled legal innovation is the strategic opportunity. She then leads a structured breakout workshop in which small groups generate AI use cases across two buckets: (1) internal-facing use cases (billable and non-billable work done for the firm or department) and (2) external-facing, client-centric use cases. Groups capture ideas on whiteboards, pitch them back to the room, and receive live feedback. The session closes with frameworks on cross-disciplinary collaboration, culture change, and moving from experimentation to firm-wide AI integration.

## 17:00-17:15 | Day 1 Wrap Up (Dr. Gregory)

## 20:00 | Executive Dinner

# Sunday June 7<sup>th</sup>, 2026

## 8:00-9:00 | Breakfast

### 9:00-10:30 | Introduction to AI Agents for Legal Work (Dr. Gregory · Dr. Pavlou)

A conceptual foundation for AI agents and what sets them apart from chat-style AI use. The session covers what an AI agent actually is, the key architectural ideas — goals, tools, memory, planning, guardrails, and human oversight — and the differences between consumer assistants, single-task automations, and multi-step agentic workflows. Extensive examples drawn from legal practice illustrate where agents are already being deployed: intake triage, conflict checks, due-diligence pipelines, contract review, regulatory monitoring, matter management, and knowledge-base assistants. Sets up the hands-on build session that follows.

## 10:30-11:00 | Coffee Break

### 11:00-12:30 | Designing Your First AI Agent: From Blueprint to Live Demo (Dr. Gregory · Dr. Pavlou)

Participants build a working AI agent prototype for a legal workflow step by step with the instructor. Covers agent architecture, connecting to knowledge sources, adding guardrails and human oversight, testing and iteration. Participants leave with both a functional prototype and a conceptual understanding of what is 'under the hood' of the commercial AI products their firms are evaluating.

## 12:30-13:30 | Lunch Break

### 13:30-15:00 | AI Use Workshop: Prompt Engineering, Sycophancy & Legal Scenarios (Dr. DeStefano · Dr. Gregory)

A hands-on workshop built around realistic legal scenarios. Working in pairs on their own laptops, participants execute tasks such as extracting action items from a multi-party client-meeting transcript, summarizing a deal document, and drafting a first-pass analysis. The exercises demonstrate how prompt formulation shapes output quality and how the same task performs across general-purpose tools (e.g., ChatGPT, Claude) versus legal-specific platforms (e.g., Harvey, Lexis+ AI). Each round closes with a structured debrief on prompting techniques, validation approaches, and decision-making frameworks for when to rely on—or challenge—AI-generated outputs.

## 15:00-15:30 | Coffee Break

### 15:30-16:15 | Strategizing with AI at the Table: Revising the Legal Business Model (Dr. Gregory · Dr. Pavlou)

Closing strategic outlook session. Teams work on a Business Model Canvas for a representative Cypriot legal firm and ask: with AI at the table, how does the model change? Participants play assigned roles — LLM-Free 'Gatekeeper', LLM-Assisted 'Translator', a 'Literal Interface' at the keyboard, and an 'Anthropologist' observing team dynamics — and move through three short rounds: a human-only hypothesis, an AI challenge round that stress-tests the model, and a convergence round where the team exercises managerial judgment. Teams produce a revised canvas and a point of view on where their firm is most exposed to AI-driven disruption and best positioned to capture new value over the next 12-24 months. Debrief surfaces automation bias, homogenisation, and the leadership implications of inviting AI to the strategy table.

### 16:15-17:30 | Closing Remarks / Executive Certificate Presentation

END OF THE PROGRAM

# Meet the Faculty



## Dr. Paul A. Pavlou

Dean, Miami Herbert Business School | Leonard M. Miller Professor

Paul A. Pavlou is the Dean of the University of Miami Patti and Allan Herbert Business School and a globally recognized authority in artificial intelligence, business analytics, and digital strategy. His scholarly work has been cited over 111,000 times (Google Scholar), and he has been recognized by Thomson Reuters as one of the World's Most Influential Scientific Minds. He was ranked No. 1 globally in publications in top Information Systems journals from 2010–2016.

Dr. Pavlou's research spans information systems, data science, marketing, operations, and management sciences, with emphasis on AI, analytics, and digital platforms. His work appears in leading journals including Management Science, MIS Quarterly, Information Systems Research, and Journal of Marketing.

He is a Distinguished Fellow of the INFORMS Information Systems Society, has received multiple Best Paper Awards, and has secured over \$3.5 million in competitive research funding, including major grants from the U.S. National Science Foundation.

Prior to joining the University of Miami, Dr. Pavlou served as Dean of the C.T. Bauer College of Business at the University of Houston, where he led a period of transformational growth. During his tenure, the College raised over \$150 million in philanthropic support, advanced 34 spots in U.S. News MBA rankings to become a Top-50 program, climbed 44 positions in online graduate rankings, entered the Top 15 public undergraduate business programs, and was ranked #1 in undergraduate entrepreneurship by The Princeton Review for five consecutive years.

He also expanded experiential learning and inclusion initiatives, securing more than \$10 million in additional philanthropic funding.

As an executive educator and academic leader, Dr. Pavlou focuses on strategic fluency in AI, helping senior leaders govern, scale, and extract value from advanced technologies responsibly. His work consistently bridges rigorous research, institutional leadership, and real-world impact.

Dr. Pavlou holds a PhD in Information Systems and a Master's degree in Electrical Engineering from the University of Southern California, and a Bachelor's degree in Electrical Engineering and Managerial Studies, magna cum laude, from Rice University.

# Meet the Faculty



## Dr. Robert Gregory

Associate Professor of Business Technology  
Director, MS in Business Analytics

Robert W. Gregory is Associate Professor of Business Technology at University of Miami Herbert Business School. He also has a temporary unpaid appointment as Academic Research Fellow at MIT's Center for Information Systems Research (CISR). His research interests include emerging business technologies and their impact in transforming existing organizations and establishing new ways of organizing. Most of his research relates to digital innovation and transformation with intersections to research in general management.

Robert currently serves as Associate Editor for Information Systems Research (ISR), Senior Editor for Journal of the Association for Information Systems (JAIS) and member of the Editorial Review Board of

Academy of Management Review (AMR). In addition, he currently serves a guest editor for AMR's special topic forum on Artificial Intelligence. He co-founded and served as president of the AIS special interest group on Digital Innovation, Transformation, and Entrepreneurship (AIS SIGDITE).

Robert earned his PhD at Goethe University Frankfurt, Germany, in 2010. He completed a two-year post-doc at University of Goettingen, Germany, before transitioning to IESE Business School as Assistant Professor. He became tenured Associated Professor at University of Virginia in 2019 before being recruited at UM. Mostly through executive education, he has worked with major organizations such as the US Army, Citibank, Prosegur, Chubb Insurance, Bacardi, Cemex, Caterpillar, Microsoft, in addition to executives in open enrollment programs from across different regions and industries.

Robert's research has appeared in top-tier journals and FT-50 outlets such as Academy of Management Review, Information Systems Research, Management Information Systems Quarterly, and MIT Sloan Management Review. He has received multiple awards from various FT-50 journals for his service, including reviewer awards (at MISQ and ISR) and associate editor award (at ISR).

# Meet the Faculty



## Dr. Angelika Dimoka

Professor, Business Technology Department  
Founding Director, Executive Doctorate in Business Administration  
Director, Decision Neuroscience Lab

Dr. Angelika Dimoka is a professor in the Business Technology Department, at the University of Miami Patti and Allan Herbert Business School. She is also the founding Director of the Executive Doctorate in Business Administration, and the Director of the Decision Neuroscience Lab. She holds a Ph.D. from the Viterbi School of Engineering with a minor from the Marshall School of Business at the University of Southern California. Before joining Miami Herbert, Professor Dimoka was a faculty at the Bauer College of Business, University of Houston (2019-2024), and earlier at the Fox School of Business, Temple University (2008-2019), and at the A. Gary Anderson Graduate School of Management at the University of California in Riverside (2006-2008).

Professor Dimoka was a faculty at the Bauer College of Business, University of Houston (2019-2024), and earlier at the Fox School of Business, Temple University (2008-2019), and at the A. Gary Anderson Graduate School of Management at the University of California in Riverside (2006-2008).

Her research interests lie in decision neuroscience with an emphasis in Information Systems (IS) (NeuroIS), marketing (Neuromarketing), and electronic commerce. Her research appeared in MIS Quarterly, Information Systems Research, Journal of Marketing Research, NeuroImage, Neuroscience Methods, IEEE Transactions in Biomedical Engineering, and the Proceedings of the International Conference on Information Systems, Association of Consumer Research, and INFORMS Marketing Science. Her research has been cited over 6,100 times by Google Scholar, and she was ranked #2 in publications in the two top IS journals (MIS Quarterly and ISR) in 2010-2012.

Dimoka has raised funds exceeding \$4,000,000 to support her research from NSF, Department of Health, Department of Transportation, Office of Inspector General, and a multitude of private foundations and corporate organizations.

# Meet the Faculty

## Dr. Michele DeStefano

Professor of Law

Larry Hoffman Greenberg Traurig Business of Law Chair

Affiliated Faculty, Harvard Law School Executive Education and IE Law School

Founder & Director, LawWithoutWalls and MOVEL W

Co-creator & Chief Faculty Advisor, Digital Legal Exchange

Michele DeStefano is a legal educator, author, and innovation strategist who teaches across global universities and executive education programs. Recognized by the ABA as a Legal Rebel and by the Financial Times Innovative Lawyers as one of the top 20 Market Shapers in the practice and business of law in the past 20 years, Michele is a professor at the University of Miami and a visiting professor at Harvard Law School.

She teaches both established and aspiring legal professionals how to lead in a complex, rapidly evolving marketplace.

Michele designs and leads learning experiences with general counsel, law firm leaders, and rising legal talent to develop the mindsets and skills needed to drive change through collaboration, creativity, and stakeholder-centricity.

She is the founder of LawWithoutWalls, a global experiential initiative that unites diverse stakeholders to tackle real-world business-of-law challenges and change how lawyers collaborate, learn, and lead. Michele has authored three books on leadership, client-centricity, and teamwork, including her most recent, *Leader Upheaval: A Guide to Client-Centricity, Culture Creation, and Collaboration*.

Beyond the classroom, Michele frequently delivers keynotes and facilitates design-thinking workshops for professional service providers worldwide helping them strengthen leadership, spark innovation, build client-centered cultures, and influence change across their organizations.

Michele earned a B.A. magna cum laude from Dartmouth College and a J.D. degree magna cum laude from Harvard Law School.



# Meet the Faculty

## Dr. Constantinos Phellas

University of Nicosia - Senior Vice Rector  
Professor - School of Humanities and Social Sciences, Department  
of Social Sciences  
Member of the Council - Member of the Senate

Dr. Constantinos Phellas is a distinguished academic leader and policy advisor, currently serving as Senior Vice Rector at the University of Nicosia (UNIC) and Professor of Sociology. With a career spanning over two decades across the UK and Cyprus, his work bridges academic research, public policy, and institutional leadership at the highest levels.

Dr. Phellas holds a PhD in Medical Sociology from the University of Essex, along with advanced degrees in management science and social research methods. His interdisciplinary expertise focuses on

the social, ethical, and governance dimensions of health, technology, and public policy, making him a key voice in discussions surrounding AI ethics, regulation, and societal impact. Beyond academia, Dr. Phellas operates at the intersection of science, ethics, and government decision-making.

He serves as Chairman of the Cyprus National Bioethics Committee and has held influential roles with the Council of Europe's Bioethics Committee, UNESCO's International Bioethics Committee, and serves as chairman on multiple national advisory boards on health and policy. His advisory work extends to global institutions including the World Health Organization (WHO) and the European Commission, positioning him as a trusted expert on complex ethical and regulatory challenges.

Dr. Phellas has led and contributed to numerous international research initiatives funded by the European Commission, UNDP, Council of Europe, European Science Foundation and national agencies, focusing on public health, social systems, and behavioral outcomes. His work consistently emphasizes the human implications of technological and institutional change, particularly in areas where ethics, law, and policy intersect.

Within the "AI Strategy for Legal Leaders" program, Dr. Phellas brings a critical perspective on AI ethics, the EU AI Act, and the broader governance frameworks shaping the future of law and society. His sessions are designed to challenge legal professionals to think beyond compliance—toward responsible AI leadership, ethical decision-making, and policy-informed strategy in an era of rapid technological disruption.



# Program Cost

This immersive, high-impact program is designed to equip legal professionals with the strategic understanding and practical tools required to navigate the rapidly evolving landscape of artificial intelligence within the legal sector.

Program Investment: €3,000 per participant

Location: Cap St. Georges Hotel & Resort, Cyprus

The program fee is all-inclusive and covers:

- Two nights' luxury accommodation (full board) at Cap St. Georges
- Comprehensive academic materials
- Faculty-led lectures and interactive workshops
- Certificate of Completion issued by the University of Miami Herbert Business School

This offering is positioned as a premium executive experience, combining world-class academic rigor with a high-end hospitality environment to foster both learning and meaningful professional networking.

# Executive Feedback

## Shaping the Future of Executive Education



Your perspective matters.

By scanning this QR code, you are invited to complete a brief, confidential survey designed to capture your insights on leadership priorities, capability gaps, and emerging challenges facing organizations across Cyprus, Greece, and the broader Eastern Mediterranean.

Your input will directly inform the design of future Executive Education programs at the University of Miami Herbert Business School—ensuring they remain highly relevant, pragmatic, and aligned with real executive decision-making needs. The survey takes less than 3 minutes to complete.

All responses are aggregated and anonymized.

Thank you for contributing to the continuous evolution of executive learning in the region.

Please complete this short survey **AT THE END** of the program!



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**THE WAY  
BUSINESS SCHOOL  
SHOULD BE.**