## Teacher Answer Key

### Case Study

1. Tara lacks the intuitive, pattern-recognition judgment for reading contracts independently, knowing where risks hide, and navigating unfamiliar document sets. The reading says this judgment is built through personal engagement with complexity including failures, not through reviewing summaries of what AI identified as important.

2. The senior partner faces the reading's organizational contradiction: the firm needs someone with deep legal judgment to direct the AI review, but the AI review is what has been preventing the associates from building that judgment. He has deployed AI efficiently in the short term at the cost of the developmental pipeline that produces capable senior attorneys.

### Multiple Choice

1. A

2. C

3. D

### Matching

1-C, 2-D, 3-B, 4-E, 5-A

### Fill-in-the-Blank

1) cleanly, 2) direct, 3) unpredictable

### Short Answer (Sample Responses)

Q1: Professional judgment is a pattern-recognition capacity built through personal engagement, including failures and recoveries that teach the practitioner something about the gap between their model and reality. Reading about a situation or observing AI handle it does not create the personal stake, the cognitive struggle, or the corrective feedback loop that makes those experiences formative.

Q2: Junior positions cost firms nearly as much as they generate in the short term when training and supervision are factored in. AI can perform the same work at a fraction of that cost. The contradiction is that firms need experienced professionals to direct AI, but they are eliminating the junior roles through which professionals historically developed that experience.

Q3: A workforce skilled only in familiar situations will perform well when AI handles what it knows but will fail in genuinely novel situations where AI also fails. If neither

the AI nor the professional overseeing it has the foundational depth to catch novel failures, the organization loses its ability to handle anything outside the AI's training distribution, which is exactly when reliable judgment is most critical.