



Challenges and solutions for the Legal Director of 2023

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1. Introduction

The legal function. This complex and little understood task in organisations. The legal department is sometimes thought of as a separate, an entity that must be approached for consent before anything else. **Legal is largely responsible for the corporate brand**, for the efficiency of internal processes and, above all, for avoiding risks and contingencies when the company closes its business.

At the head of the area, **the legal director, a crucial figure due to his position but cornered by increasingly demanding deadlines and KPIs**. The documents that your department delivers must be perfect, without errors, clear and detailed enough so that internal clients (the other departments of the company) can make immediate use of them without compromising the company. Legal's contribution to each of its writings and actions must provide certainty that it will cover the company for any unforeseen events that arise along the way.

Perceived until now as a policeman in organisations, the legal area is a key part of the organisational chart that is now beginning to emerge and break out of this pigeonhole. But how?

Discover, in this ebook, what are the tips every legal director needs to know to ride the wave of legal operations. **Learn how to take the legal area to make its processes more efficient and secure, while adding value to the development and competitiveness of your company**. Take charge of the company's legal operations while minimising the company's exposure to legal contingencies.

2. Evolution and relevance of the legal director in companies

The relevance of the legal director for companies should not be hampered by inefficient processes.

The law schools of the past brought great knowledge to the legal leaders of today. Good universities taught logical thinking and argumentation and laid the foundations for the different branches of Law, enabling professionals to perform their tasks brilliantly. But, in the face of recent decades of great technological changes, a profession as old as the legal profession is seeing how it is a time of change.

However, knowledge about innovation in the legal area has not yet taken hold in law schools: lawyers are far from entering the professional world with knowledge about legal tech. For this reason, they are obliged to update themselves and seek this learning on their own, in **a context that increasingly demands technological knowledge in the world of Law**. But what about those who are already the leaders of legal teams in today's organisations?





Loss of efficiency affecting the legal director

Today's legal directors have a responsibility that goes beyond the legal area. Their work takes on a key strategic meaning for companies given that their functions do not end with the actual management of legal advice on the legal documentation in which the company participates, but rather they are called upon to be key people in advising the management teams and the strategy of the companies.

However, the day-to-day work of the legal leader and their team is bogged down in slow work processes and routine tasks that slow down their day-to-day work and slow them down in assisting other departments or handling complaints. **Legal directors observe how their teams are overloaded with cases and increasingly demand quick solutions.** In such a situation, with a funnel that bogs down critical contracts in the hands of the legal area, the value of each contractual operation is greatly diminished.

Every contract or legal document is the tool needed to finalise a sale, a purchase, a company merger or a long list of other actions in all kinds of areas and sectors. But it is estimated that **up to 40% of the value of contracts can be lost** without efficient processing thanks to technology.

On top of that, and as usual as it is, a constant funnel of tasks leads to frustration and it should be noted that a team's discomfort converges in negative results. Recent studies show that as many as **47 per cent of lawyers in the UK suffer from stress or burn out in their jobs.** Of these, 22 per cent need to get out of that situation and are actively seeking employment.

The evolution of the legal director

Faced with a frenetic world of increasing demands, the legal director needs to evolve and discover what changes are necessary for his or her department to thrive and not be stifled by demands to which he or she cannot respond. It should not only reflect on its tasks, capacities and legal tech tools. Legal directors will have to assume the vital role they have for the company and adapt to a reality that asks them to **take a step forward to join the company's digitalisation projects** and contribute to their company's competitiveness.



3. The end of the blocking role and a welcome to business facilitating management

Traditional know-how must be combined with the best technology for legal operations to take their next evolutionary step.

KPIs for the legal area

Legal directors must ensure that their department provides accurate, useful, and error-free advice. One of the essential metrics when assessing the performance of the legal department is the satisfaction of that client. To score it, A key yardstick is how long it takes the legal department to provide a response to each request from other departments, or even better, **how much time the petition spends on the roof of the legal department.** Another is **the quality of the final product** and, above all, if it meets the requests of each internal client.



A policeman in the company

An enormous burden is placed on the legal directors and their department. With scattered – and sometimes incomplete – information and demanding deadlines, with the dominant trend of clients wanting a solution as soon as possible, the legal area must provide a precise, fast and solution-focused result. Otherwise, an accusing finger is pointed at them as the police, as the one who always says “no”, as a blocker of initiatives in the face of requests from other departments awaiting approval from the legal team to be able to move forward.

However, in this conflict, the opposing side should not be undermined: human resources, sales, marketing, purchasing, finance... All these areas need the legal department to review and draft contracts daily or require the approval of the legal department with its drafting of legal reports as soon as possible. The legal department, overwhelmed with requests and open cases, **has no choice but to prioritise, leaving behind issues of real importance to the business.**

One of the many challenges faced by the legal director is that in order to cope with the high volume of applications, staff is recruited, increasing the number of employees. This a priori should lead to a resolution of the efficiency problem, but what do they find? They have to train new staff, must invest their already limited time in passing on knowledge about the know-how of the company and the department, adding recruitment costs and HR time in the recruitment process.

Fortunately, **technology is at our disposal to make simple what was not simple before**, with Contract Lifecycle Management (CLM) software, it is no longer necessary to increase the workforce to solve operational tasks, as it allows us to deal with the demand for work (current and future), automating tasks that were previously unthinkable.





Stuck vs. empowered

Legal directors have all the necessary expertise to coordinate their teams and get the job done successfully, but their working methodology needs a push from being conceived as a blocker to becoming a facilitator in each of the tasks it performs for other business areas. Through innovation, it can become a truly effective and responsive service department to other areas, as well as a strategic department for top management.

To do so, the legal director must keep abreast of the latest trends in legal tech management and knowledge, in order to provide your team with the best tools to carry out effective work.

This will not only help the legal directors to meet all the KPIs that the team has set, but will also allow them to offload certain KPIs that will now fall on the other areas. How is this possible? Because the legal department sets up the systems and standardises the operation, but henceforth the user will be the areas concerned, with only the power to supervise and keep the legal operations up to date remaining with them.

The implementation of legal self-service systems for areas requiring certain standard services, such as drafting standard documents, relieves the legal area of mechanical and repetitive tasks.



4. The evolutionary step of legal operations

The reinvention of legal services is a reality. The legal team has been responsible for coordinating legal operations in addition to the mere processing of legal matters. It's time to put them in value.

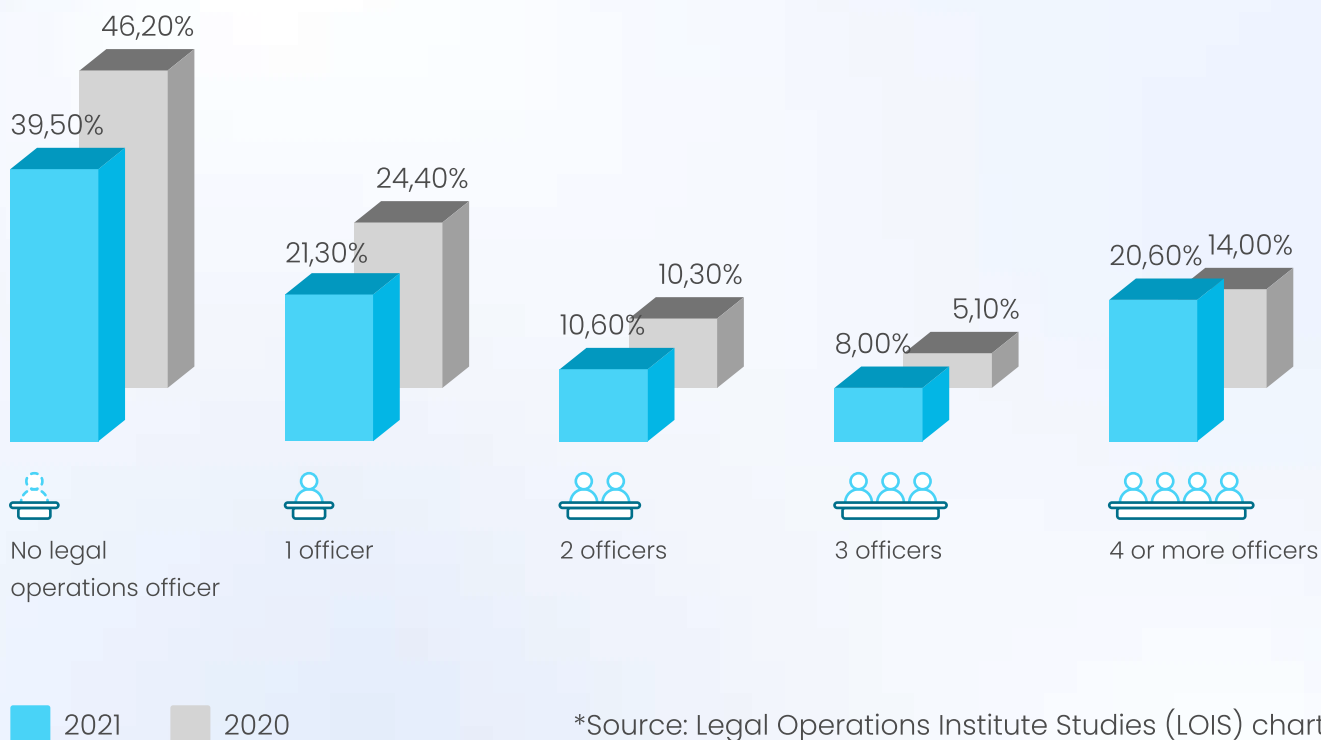
The new competences of legal operations

Companies' legal operations have taken an evolutionary leap that has allowed them to be closer to their clients, whether internal or external to the company. And as part of this continuous process of evolution and transformation, the legal area has gone from being a centre for **advice and guidance** to be a **department directly involved in the company's decision-making**.

Current legal operations are multidisciplinary: affecting both the legal department and the rest of the company covering many different aspects. Today's legal directors must ensure that they have the skills to ensure that their legal operations are developed and up to date. These include:

- Basic financial knowledge.
- Team management.
- Project coordination.
- Supplier coordination.
- Coordination and corporate strategy skills.
- Technological knowledge.

Legal operations managers are on the rise



As the Legal Operations Institute Studies (LOIS) explains, **the number of legal operations managers in companies is increasing steadily**. More and more people are in charge of this department, while fewer and fewer legal teams do not have a head of legal operations.

Time to lead change

The current legal director is aware of the need to update legal operations. According to [Deloitte's 2021 State of Legal Operations Survey](#), the challenge for legal directors is to right-size the work and have the necessary number of professionals, as lawyers are overloaded with administrative work.

At the same time, the study explains that the opportunity, the solution, lies in technology: 91% of respondents say that the way legal services are provided can be modernised. It's time for leaders to take a step forward to innovate in legal operations, with **76% of respondents saying new technology needs to be implemented today**.

5. Improving skills and scaling up collaboration

Legal directors need to connect the needs of their legal area with the strategy of the business in order to propose innovation, always based on an exhaustive knowledge of the legal tech ecosystem.

Seeking and finding ally solutions

Legal directors need to see legal tech as their ally and not as an imposed change. The quest for efficiency in teams is a growing demand; doing more and better is something that is increasingly demanded, and legal operations are the driver that the traditional legal profession needs to achieve that desired volume without compromising quality and safety. To achieve this, the legal director has two clear avenues for improvement.



Unblocking interdepartmental work with the legal area

A multidisciplinary team is key to the legal function of the future, but it is not always more. **Those teams with a proper working system can be more effective than others with dozens of professionals but inefficient systems.** Legal directors need to maximise the potential of their teams and meet their needs through effective collaboration with other departments in the company.

Tips for enhancing legal work with the internal client:

- Implement a CLM with a legal ticketing solution.
- Establish a self-service legal drafting service.
- Standardise processes such as automatic documentation generation.
- Implement an automated reporting system in terms of obtaining KPIs and process status.
- Establish an automated documentation validation flow.
- Establish methods for feedback and continuous improvement.

Management skills: Is the legal director up to date with the latest technologies, processes and methods?

In order to keep up to date, it is necessary to keep pace with the evolution of legal operations. **The legal director must show the value of legal innovation to the business,** They must not lose sight of what's new, and they must keep abreast of changes and put their team at the forefront of innovation.

Tips for keeping up with the latest trends:

- **Training:** blogs, news, case studies, attendance at trade shows, online events and or webinars.
- Seeking technological advice.
- Departmental needs analysis and process mapping.
- Get in touch with colleagues and share the success of the initiatives undertaken.
- Market adoption studies of the technology.
- Technological roadmap approach.
- Implementation of improvements.
- Feedback and continuous improvement systems.



6. Next steps: what is expected of the legal director nowadays?

The present and the future are full of opportunities. Legal leaders must guide their teams in the digital transformation of legal operations.

The legal director must become familiar with what is new, be up to date with changes and keep in mind that well chosen technology is key to the development of the team. It is their responsibility to put it in its rightful place.

1. Lead the way to the legal operations of the future

As a legal leader, drive the shift to digitalisation that will transform the way legal contributes to business growth. To do this, pay attention to your team: analyse their needs, their critical points in their day-to-day work and, in short, listen to them. Get solid feedback on how they think the department should operate, what are the areas for improvement, and take the first steps of moving towards automation.

2. Set clear goals

Organise change. After listening to the latest needs of the team, draw up a plan: put the points for improvement in writing, set goals to be achieved and establish a roadmap. To do this, think carefully about where you want to locate the legal area: what are the key indicators you want to improve once the improvement plan has been implemented? What specific functions should your team perform? How do you want the service you offer to the company?



3. Betting on legal tech knowledge

Impress on your team the vision that you yourself will have: promote your team's awareness of new technologies and news surrounding the legal field. Keeping abreast of trends in innovation will help your team understand how a legal sector that is becoming less and less analogue is evolving. Betting on legal tech is no longer something to be expected only from innovators. But we are at a time of adoption by the vast majority of legal departments worldwide, so it is an initiative that you cannot ignore since it is probably already being implemented by your competitors and this will make them more competitive.

4. Rely only on cutting-edge technology

Choose software that suits your needs, that covers your processes from start to finish. Avoid at all costs having to look for individual solutions as you will then have to deal with the problem of integrating the systems with each other and managing multiple suppliers. Choosing a suitable supplier may seem complicated, but there is a fundamental pillar to look for when doing so, and that is the speed of their innovation.

This should be the supplier's driving force: request a list of detailed software functionalities, references on how its platform has evolved and how it will do so in the future, to be clear that it is truly innovative, always at the forefront of its market. Sometimes just by looking at the look & feel of the software you can easily gauge whether it is state-of-the-art software or whether you are being presented with software that is built on technologies of the past.

5. Find out what users are saying about the software

When choosing a technology, it is key to verify that it fits with the desired functionalities for the legal area, but **it is necessary to verify the provider in software directories such as Capterra, Software Advice, GetApp, etc**, where reviews of the software are given by the users themselves. Among the details to be taken into account, the way the supplier deals with the customer is one of the most important.

Make sure that it has **local language customer service and that its support service is immediate**. In addition, it is key that it has an **online training platform (also known as a knowledge base)** and that it is up to date to facilitate learning and user adoption of the platform.

6. A bet on people

Agree. Technology is very important, and it is key that it has enough functionalities, but this is nothing if it does not have the best talent behind it. Make sure that the suppliers you choose have lawyers in their teams because only they will understand your team's needs and how to provide a customised solution.

And keep in mind: no technology will replace a motivated team. It is only a tool to gain efficiency, but it is people who will bring digitisation to fruition.



About Bigle Legal

Bigle Legal is a cloud-based all-in-one Contract Lifecycle Management (CLM) software that automates the legal operations of companies, improving security and minimising the risk of legal contingencies. The platform is flexible, intuitive and provides full control over the entire document lifecycle.

The company is a pioneer in the field of no-code document automation, with a global presence, and its customers include large companies and large law firms. Bigle Legal's mission is to make Legal Operations Easy.

To learn more about Bigle Legal, visit the website: biglelegal.com

For other enquiries, please contact communication@biglelegal.com

By using Bigle Legal, you contribute to saving natural resources



323 million
Kg of wood



7,1 billion
Litres of water



725 million
Kg of CO²



47 million
Kg of waste