

The 2024 Chief Legal Officer (CLO) Strategy Survey

Key findings

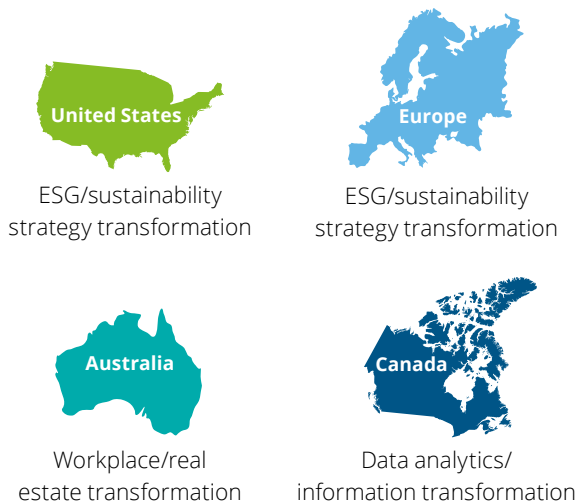
In our 2024 CLO Strategy Survey, we asked 460 legal executives about various enterprise-wide and legal function-specific topics including transformation, trust, Generative AI, understanding the work and priorities of the legal function, and how that work is accomplished. Respondents were grouped into four geographical clusters: Australia, Canada, the United States, and Europe (Belgium, France, Germany, Italy, Netherlands, Spain, and the United Kingdom) to better understand where legal functions around the world are aligned—and where they are not.¹

Transformation:

70% or more of surveyed CLOs reported leading or jointly leading at least five **enterprise-wide transformation** initiatives for their organizations.

Legal entity rationalization ranked as the top enterprise-wide initiative CLOs are leading or jointly leading across all geographies except Australia, where it ranked second.

Top legal function transformation initiatives CLOs are leading or jointly leading by geography:



Challenges:

When asked which legal function transformation efforts were **extremely challenging**, CLOs reported the following challenges most often:

-  **United States and Europe:** Obtaining adequate funding
-  **Australia:** Inability to generate value from technology solutions
-  **Canada:** Inadequate staffing levels

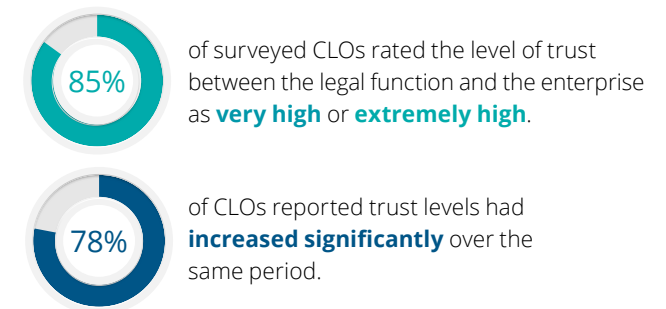
Ninety-five percent of surveyed CLOs reported their organizations have already engaged with **Generative AI (GenAI) on some level**, and **99% are either implementing or planning to implement GenAI initiatives. However, survey results suggest there is work to be done when it comes to aligning on GenAI strategy and initiatives:**

27% of CLOs believe their organizations have the skills to execute on the mission and vision for GenAI initiatives.

15% of CLOs believe the roles, responsibilities, and accountabilities are clearly defined for GenAI initiatives within their organizations.

Communication:

Over the last 12 months:



CLOs cited **communication failure** as the greatest barrier to building trust within their organizations. Other barriers included **misalignment** and **low transparency**.

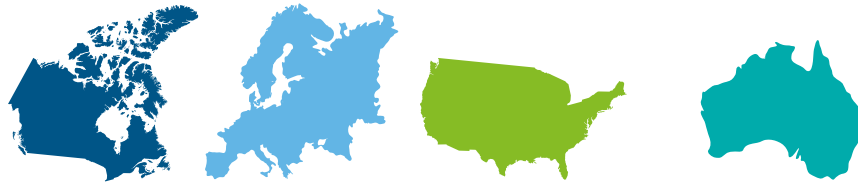


To better communicate the benefits and capabilities of new technologies for more widespread adoption, CLOs reported they are allocating **43%** of their legal function technology budgets to **change management** and **training**.



Collaboration:

In addition to chief executive officers (CEOs), surveyed CLOs rate the following **peers** as integral to influencing transformation efforts at their organizations:



Canada, Europe, and the United States (in varying orders)
Chief information officer (CIO)/chief technology officer (CTO)
Chief operations officer (COO)
Chief financial officer (CFO)

Australia
CIO/CTO
COO
Chief talent/human resources officer (CHRO)

CLOs are recognized as **key decision-makers** in evaluating GenAI initiatives. Other key decision-makers CLOs may collaborate with on GenAI initiatives include:

Australia: CLOs are tied with CTOs/CIOs as the top C-suite decision-maker for GenAI issues.

United States and Europe: CLOs rank behind only CEOs and CTOs/CIOs as key decision-makers on GenAI.

Canada: CLOs rank sixth in line as key decision-makers on GenAI initiatives.



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1. Four hundred and sixty responses were collected from legal executives across the United States (200 respondents), Europe (205 respondents), Australia (25 respondents), and Canada (30 respondents). Data and conclusions for Australian and Canadian legal executives throughout this article should be interpreted directionally and with caution due to the smaller sample sizes of respondents. Unless otherwise noted, all data is derived from the respondents of the Deloitte 2024 CLO Strategy Survey conducted online from November 11 to December 18, 2023.

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