

What are Legal Ops experts being asked to prioritise?

- 1. Business continuity** – well-established for the core business but less so for legal. Working from home is technically achievable but there are unavoidable aspects of lockdown, e.g. young children at home which impacts productivity negatively. Outsourcing is an option but if not done right can bring logistical challenges.
- 2. E-signature implementation has accelerated** but still pockets of the business esp. globally where there is paper-based dependency. Legal Ops teams have considered practical cost-effective and pragmatic solutions in the interim which are low tech.
- 3. Cost-cutting** and reworking budgets is anticipated widely.

How do we approach existing projects?

- **Re-prioritisation** exercise over next 3 months. Reduced resources and pressure to identify business critical projects.
- Identifying and focusing on **achieving “quick wins”**, e.g. **e-signatures, document automation, outsourcing for capacity reasons.**
- **More participation from users** in assessing what works/doesn’t work and what should be prioritised.
- **Contract management process projects** at the forefront. Risk assessment to be reconsidered for the current situation.
- E-signature software alternatives and legal viability consideration:
 - Adobe images
 - Office Lens
 - Photos of signatures

Where the focus should be next?

- Initial demand for data and information about contracts was chaotic. This has crystallised where Legal is needed the most.
- Following end of furlough/lockdown it will be time to focus on lessons learned.
- The focus will be on budget cuts and reducing legal spend, better contract management and data about existing contracts.

Top lessons learned and change actions

Paperless document repository and workflow management is a top priority – if it’s done right, there is no going back.

Re-evaluate and reduce legal spend – explore more efficient ways of getting external help.

Capitalise on remote working benefits such as:

Ability for all members of the legal team to actively participate in meetings.

Ability to spread important messages within the legal team better.

Increased wider business understanding of processes coming from Legal.

Lockdown has flushed out problems with current process, e.g. outsourcing to suppliers who cannot match remote access practices.

Balance keeping momentum on long-term process improvements with getting too focused on short-term and “quick win” fixes.

Build on the power of teamwork in the pursuit of a common goal. This should not be a crisis only attitude.