

## What did we see in 2021?



### Boosted levels of trust

We've seen a tripartite jump in trust - lawyers are trusting the business more, GCs are trusting their team more and the senior business leadership are trusting GCs more. This trust has enabled smoother legal delivery.



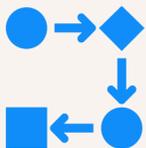
### Clever team composition

We've seen the rise of permanent generalist in-house lawyers partnering with contracted specialist experts to tackle legal demand more efficiently. A capable core combining with interim specialists on demand provides a smart balance for many clients.



### Tight lawyer supply

We've observed strong demand for legal professionals around the world. Demand is outstripping supply, despite the radio chatter of the "Great Resignation".



### Better management of commoditised work

Forward-thinking legal departments are re-engineering how they dispatch low risk / low value work. The growth of Managed Teams and similar delivery solutions accelerated in 2021 across all our markets.

## Top thought leadership of 2021

### 10 most popular LOD insights

- [2021 Global Survey Report](#)
- [How to manage regional teams](#)
- [How to build a successful remote team](#)
- [Trust: an antidote to uncertainty \(webinar\)](#)
- [The case for generalist in-house lawyers](#)
- [How do you manage an exhausted in-house team?](#)
- [How to boost your legal team with interim lawyers](#)
- [Why \(and how\) in-house teams should focus output](#)
- [Draft better contracts](#)
- [Multi-disciplinary teams for in-house legals \(podcast\)](#)

### Leading external commentary

- [Future of Legal, Six Shifts GCs Must Make by 2025](#)
- [Special Report: Innovative Lawyers: Europe](#)
- [Alternative Legal Service Providers 2021](#)
- [The 2021 Wolters Kluwer: Future Ready Lawyer](#)
- [Trending in 2022 for In-House Legal Departments](#)
- [The General Counsel Elevation Sensation](#)

### ...and a bit of fun

[The history of in-house legal](#)  
*From the Jolly Contrarian*



Click the icon to see what the world searched for on Google in 2021



## 5 predictions for 2022

### Continued elevation of GCs



#### Strategic thinking over pure legal analysis

As our global survey report showed, in-house leaders are feeling more trusted by the business. This trust is empowering leading GCs to influence their organisation beyond strictly legal and governance matters – and into business strategy.

### Regulatory road bumps



#### Compliance threatens to swallow resource

The rising tide of regulations across most sectors – particularly financial, energy and technology – means in-house departments need to think creatively about optimising their compliance function.

### Talent attraction & retention



#### Flexibility is now default, so how to differentiate?

Employers will need to move beyond thinking of remote as a perk – they will need to offer more progress opportunities and set themselves apart with a focus on formal soft skill (or “power skill”) development.

### Legal operations matures



#### Technology becomes boring (and that's good news)

Instead of causing excitement / confusion, legal operations will be mainstreamed and this will open the door for more creative and powerful applications of clever processes and smart tech to legal delivery.

### Legal department KPIs



#### Shifting further to measure output

To better deliver value, legal teams will focus on measuring outputs over inputs. This refocusing will enable legal teams to boost their efficiency, as time spent on matters is no longer an indicator of value or a badge of pride.

## Hear from the LOD network of experts

### What do you predict for 2022?

“Doubling down on **smart collaboration** – having seen the benefits of cross-silo working, more firms and legal departments take concrete steps (like changing KPIs and comp structures) to weed out individualistic behaviour and **drive higher-value, collaborative outcomes.**”



**Dr. Heidi Gardner**

Distinguished Fellow at Harvard Law School's Centre on the Legal Profession, USA

“More of the same... and then some. We'll see even greater application of tech tools and analytics as BAU. **Legal ops will be THE role to watch alongside expansion and integration of other specialists too.** ‘Gen 1.0’ legal automation, low/no-code platforms and self-serve functionality will enjoy greater uptake.

AI and predictive analytics will combine to redefine compliance and risk management! GCs in legal departments already on the transformation journey will take on more strategic leadership, **facilitation of complex problem solving, and be mission-critical trusted advisors.** Exciting, yes?”



**Terri Mottershead**

Executive Director of the Centre for Legal Innovation, Australia

“I predict good stuff in 2022, except one thing – we'll see **more scandals enveloping GCs and other senior in-house lawyers**, like the corporate governance scandals at the Post Office and Royal Institute of Chartered Surveyors in the UK.

We aspire for in-house lawyers to become “business partners” and not be the “department of no”. In most cases this is positive, leading to effective alignment of the legal team with the wider organisation's goals. But, there's a danger that becoming a helpful ally turns to groupthink, identifying with “the team”, **and losing perspective on “the right thing to do.”**



**Ben White**

Founder of Crafty Counsel, UK