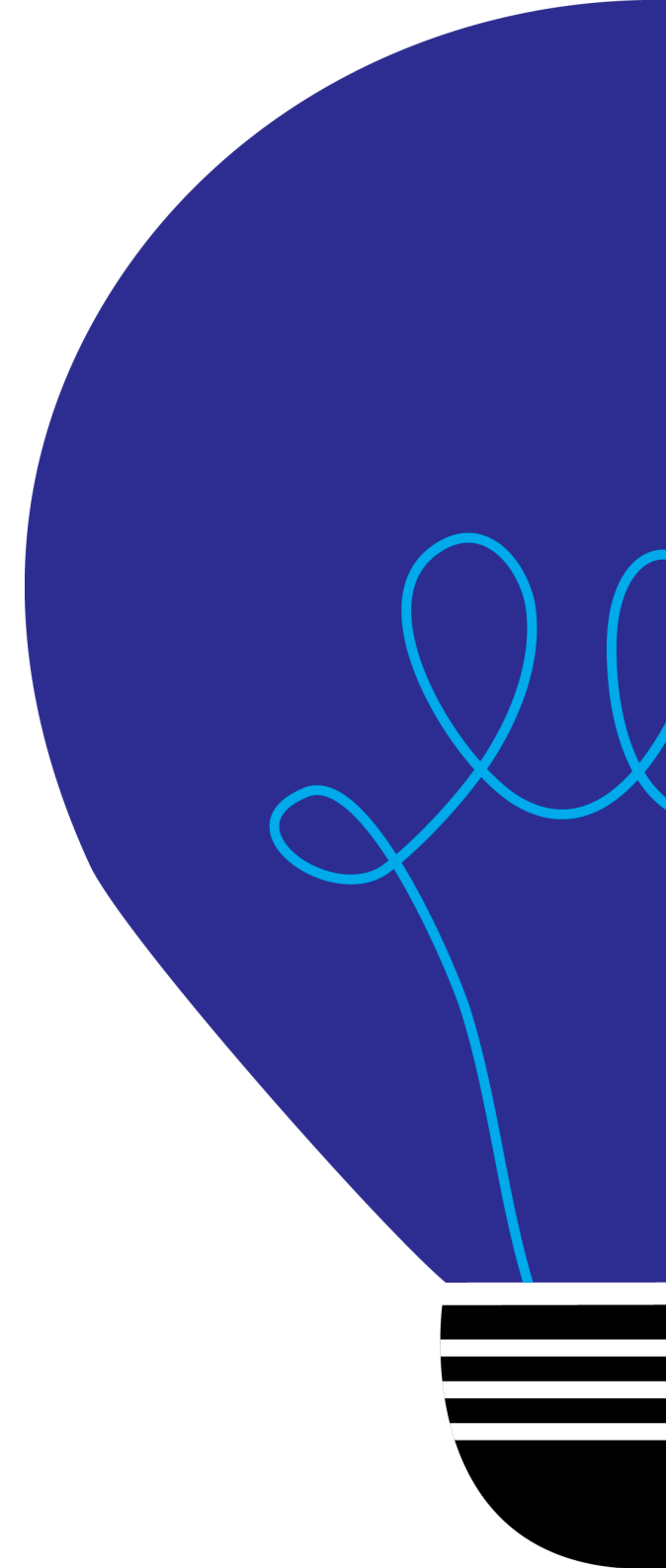


# COMMUNICATING LEGAL FUNCTION STRATEGY

## A Practical Guide



## Step 1: Listen (Months 1-2)

### 01

#### Who to interview:

10-15 key stakeholders

- C-Suite
- Business unit leaders
- Major internal clients of legal services
- Board members (if appropriate)



### 02

#### Questions to ask:

- 1. When does Legal create the most value for you or your part of the business?**  
*(Reveals moments of high impact and where Legal is genuinely enabling outcomes.)*
- 2. Where does Legal's involvement slow progress or add friction - and why?**  
*(Uncovers bottlenecks, process pain points, and perceived inefficiencies.)*
- 3. How well do you think Legal understands our business priorities and risk appetite?**  
*(Tests alignment to strategy and commercial context.)*
- 4. If Legal could do one thing differently to help you achieve your goals faster, what would it be?**  
*(Pushes for practical, improvement-focused feedback.)*
- 5. In a sentence, how would you describe Legal's reputation across the business today?**  
*(Captures brand perception in language stakeholders actually use.)*



### 03

#### What you're looking for:

- Strengths to build on
- Blind spots to address
- Opportunities to expand impact
- Quick wins

## Step 2: Co-create Your Strategy (Month 3)

### Workshop with Your Team - Half-Day Minimum

#### Review the Company Purpose, Vision, Values and Strategy to:

##### Draft your purpose:

- Why does our legal function exist?
- How does it help your company delivery on the overall purpose?
- What would the business lose if we disappeared?
- How do we enable business outcomes?

Example: *"To enable commercial growth through clear risk guidance and pragmatic legal partnership"*

##### Articulate your values:

- How do team members in the legal function live the company values?
- How do we want to show up?
- What principles guide our decisions?

Example: *Commercial | Proactive | Clear | Collaborative*

##### Identify strategic priorities (4-6 maximum):

- What are the priorities referenced in the company strategy, and how do we contribute to their delivery?
- Common priority areas for legal functions:
  - Business Enablement (deals, growth, speed)
  - Risk & Governance (frameworks, compliance, ESG)
  - Operational Excellence (efficiency, technology, external partnerships)
  - People & Culture (talent, development, ways of working)

### Step 3: Create Your Strategy On A Page

#### [Company Strategy Title]

##### **Our Purpose**

[One sentence: why we exist and how we add value – must reference company purpose if there is one]

##### **Our Values**

[3-5 words/short phrases – must reference company values]

##### **Our Strategic Priorities**

[Should use company strategic pillar language to align]

1. [PRIORITY NAME]

Focus: [What we'll do differently]

2. [PRIORITY NAME]

Focus: [What we'll do differently]

3. [PRIORITY NAME]

Focus: [What we'll do differently]

4. [PRIORITY NAME]

Focus: [What we'll do differently]

##### **How We Measure Success**

- [Stakeholder measure]
- [Business outcome measure]
- [Efficiency measure]
- [Team measure]

## Step 4: Test, Launch & Live It



### Test - Month 4:

- Share draft with 3-5 key stakeholders
- Ask: Does this demonstrate how legal function contributes to company strategy? Does this make sense? Does this meet your needs?
- Refine based on feedback



### Launch - Month 5:

- **Internal:** Full team session to unpack strategy
- **External:** Communication to exec team, board, business units
- **Make it visible:** Post in meeting rooms, include in onboarding



### Live It - Month 6+:

- **Monthly:** Team meeting check-in on priorities
- **Quarterly:** Stakeholder review and feedback
- **Annually:** Refresh based on business strategy changes
- **Daily:** Use in decision-making: "Does this align to our priorities?"



## Step 4: Test, Launch & Live It

### Common Pitfalls To Avoid

- ✗ Writing it alone → Co-create with your team
- ✗ Too generic → Make it specific to your context
- ✗ Too many priorities → Limit to 4-6
- ✗ No link to business → Tie everything to business outcomes
- ✗ Create and forget → Make it part of your rhythm

### Quick Self-Assessment

Answer Yes or No:

- ☐ Can every member of your team articulate your function's purpose?
- ☐ Do your strategic priorities clearly link to business strategy?
- ☐ Have you asked stakeholders how legal is perceived in the last 12 months?
- ☐ Can you name 3 specific business outcomes legal enabled this year?
- ☐ Does your team reference your strategy in daily decisions?

**If you answered "No" to 2 or more: you need a strategy refresh**

## Need help? Contact us:

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