



Gartner for HR



Case Study: Executive Alignment for AI Transformation



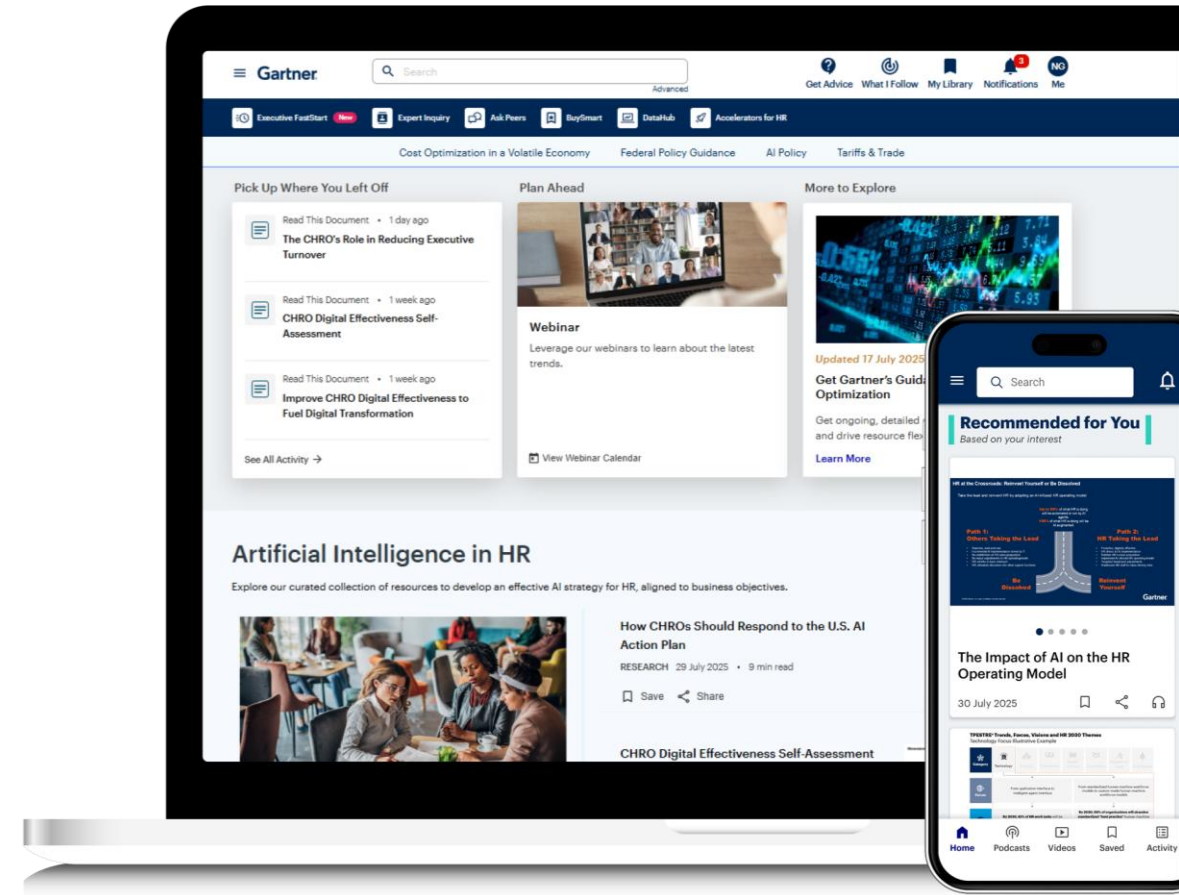
Clifford Chance

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Case overview

Summary

As AI increasingly disrupts industries, a use-case-centric focus limits value realization. This profile shows how Clifford Chance's CTO and executive peers adopt a comprehensive approach to evaluate and track AI's impact on their business and operating models, value metrics and workforce.

About the company

- Company Name: Clifford Chance
- Industry: Legal
- Headquarters Location: London, U.K
- Revenue: ~ £2.3 billion (2024)
- Employees: 6,717 (2024)

Case overview

Problem	Actions	Results
• Conversations with CIOs and IT leaders reveal that many enterprises are taking a short-term, use-case-centric approach to AI, risking enterprises' preparedness to navigate the broader AI transformation. • Demonstrating value from AI investments remains a key executive challenge. However, most leaders rely solely on use-case ROI as a proxy for AI value, often overlooking indicators of transformation progress that are critical for value realization. • While the long-term impact on employees remains unclear, AI is already disrupting human skills and behaviors, risking workforce readiness for the future. • Ownership for AI initiatives is too fragmented to assess and capture AI's transformative value, manifesting in the form of siloed and duplicative investments, inconsistent adoption, and exposure to unnecessary risks and vulnerabilities.	• Help CxOs understand the impact of AI on the business model. Facilitate ongoing CxO conversations on how AI is reshaping the industry and enterprise, not just augmenting tasks. • Track the AI journey, not just use-case ROI: Monitor leading indicators that provide insight into the progress and challenges of the enterprise's AI journey. • Scan and prepare for behavioral byproducts of AI. Evaluate AI's unintended consequences on employee behaviors and skills. • Formalize roles and structures for AI orchestration. Dedicate roles and build grassroots communities for enterprisewide AI enablement and oversight.	• Strengthened perception of IT as a key strategic partner enabling business growth. • Greater employee engagement and job satisfaction as reported by the workforce.

Recommendations

CIOs seeking to build enterprise readiness for AI disruption should:

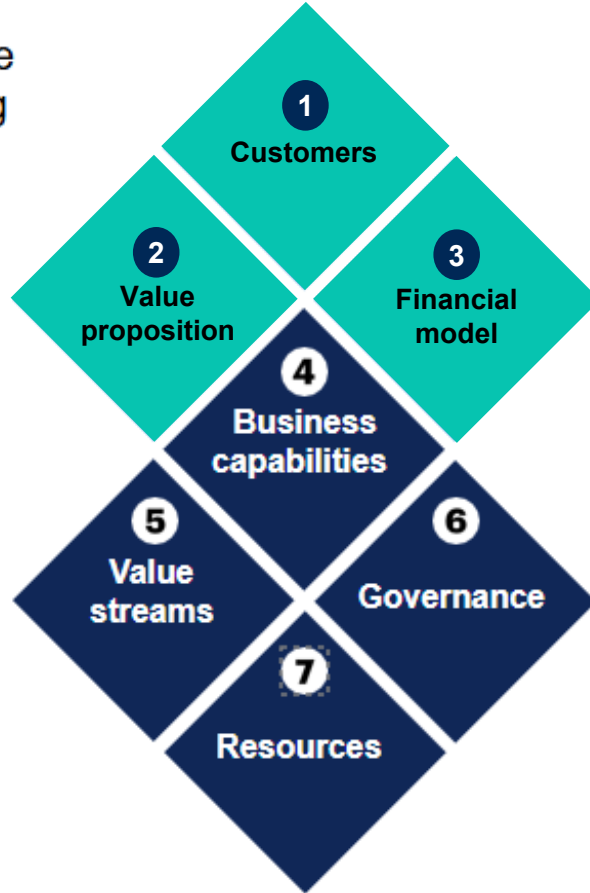
- Facilitate ongoing discussions with executive peers to assess the impact of AI on the business model and operating models.
- Monitor the progress and challenges of the AI journey by tracking leading indicators that can provide insights into organizational AI readiness, employee experience with AI technologies and the enterprise's AI brand.
- Surface and evaluate AI's unintended consequences on employee behaviors and skills proactively to determine which are acceptable and how to mitigate downsides of those that are not.
- Establish formal roles and structures dedicated to orchestrating AI transformation across the organization.

Build C-suite alignment on AI's workforce impact

Illustrative

■ Business Model

■ Enterprise Operating Model



1 How will AI impact our customer base?

2 How will AI affect our value proposition and brand?

3 How will AI affect our pricing or revenue models?

4 What core business capabilities will remain or change because of AI?

5 How will AI transform existing workflows and value streams that support business capabilities?

6 What guardrails do we need for ethical AI use?

7 How does AI impact our workforce strategy?

Dedicate roles for AI enablement

Clifford chances AI transformation team (illustrative, partial)

