

# Top 5 Priorities for Legal and Compliance Leaders in 2024

Actionable insights to tackle challenges and  
plan for success



# Top 5 priorities for legal and compliance leaders in 2024

We asked more than 175 legal, compliance and privacy leaders across industries to identify their most pressing priorities for 2024.\* The responses reveal that these leaders want to grow their impact on their organizations to keep pace with an evolving, often unpredictable risk and regulatory landscape.

Here we explore legal and compliance leaders' top 5 priorities, the key drivers behind them and recommended actions to maximize your impact in 2024.



\*2024 Gartner Legal and Compliance Executive Priorities Poll; percentages are percentages of survey respondents.  
Source: Gartner



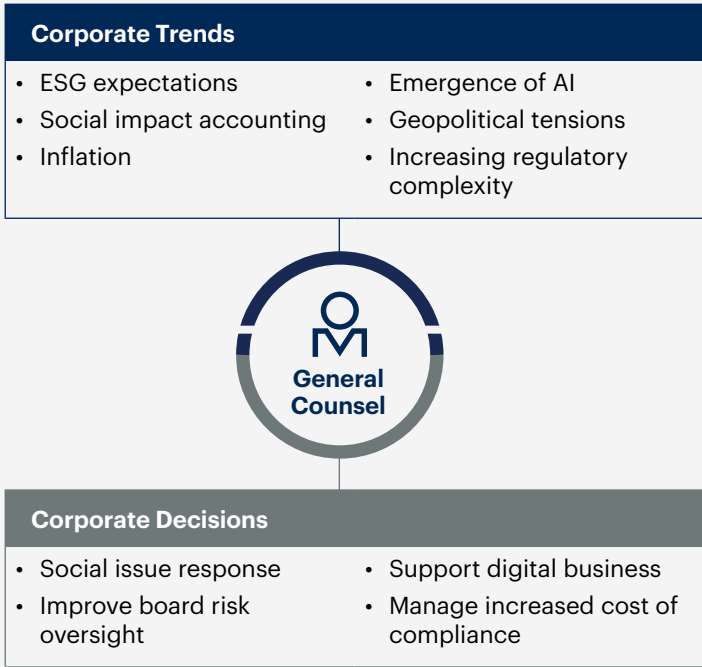
# Priority No. 1

## Expand legal and compliance impact on the enterprise

### Key driver

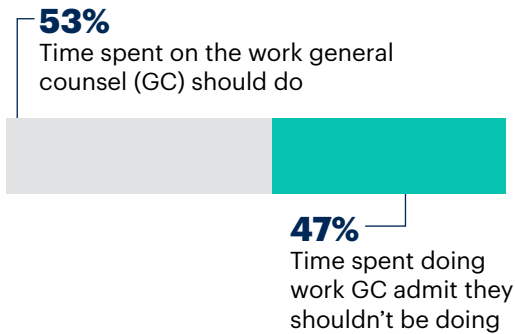
Today’s legal and compliance leaders are expected to function as lawyers, risk managers, strategists, diplomats, process builders and the corporate conscience. These increased expectations place greater pressure on leaders’ limited time and incentivize them to influence other C-suite leaders to ensure legal and compliance goals are met. Amid these shifts, conventional leadership approaches are no longer sufficient.

### Leaders are asked to do a lot ...



Source: Gartner

### ... but time management remains a challenge



# 1 Priority No. 1

## Expand legal and compliance impact on the enterprise



**Tool to get started:**  
[5 Things the Best General Counsel Do Differently](#)

### Recommended actions

Reevaluate your decision making, prioritization, leadership style and management behaviors, and benchmark work, time allocation, management choices and performance against those of peers. By making changes to five key behaviors — related to role, risk management, client needs, time management and team development — you can grow impact from good to great.

### 5 behaviors to cultivate today

| Function               | Current Behavior                          | More Effective Behavior                 | Impact                                                                                                                                                         |
|------------------------|-------------------------------------------|-----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Role                | Provide legal advice and business counsel | Act as a corporate sense-maker          | GC who spend more time informing corporate strategy increase personal effectiveness by <b>26%</b> .                                                            |
| 2. Risk management     | Manage legal risks                        | Ensure enterprise risk-taking alignment | Effective GC are <b>1.25x</b> more likely to effectively manage emerging issues and <b>1.8x</b> more like to effectively frame impact of business disruptions. |
| 3. Resource allocation | Do more with less                         | Invest in business enablement           | Proactive legal investments can improve personal effectiveness by <b>25%</b> .                                                                                 |
| 4. Time management     | Respond to urgency                        | Shape time demand                       | Effective GC waste <b>6%</b> less of their work time per year.                                                                                                 |
| 5. Team development    | Provide direct coaching                   | Be a connector leader                   | Being a connector leader can improve personal effectiveness by <b>36%</b> and legal department adaptability by <b>40%</b> .                                    |

Source: Gartner

## Priority No. 2

# Strengthen TPRM programs

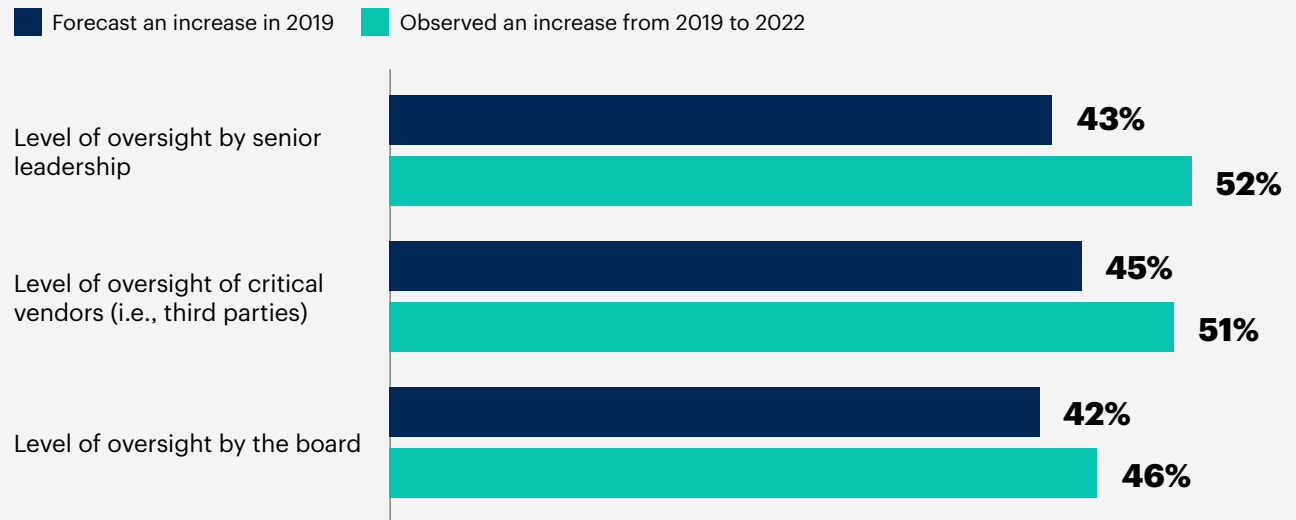
### Key driver

More stringent environmental sustainability and human rights standards have increased stakeholder demand for accountability for TPRM activities and programming.

More than 50% of TPRM leaders have seen an increase in senior leader oversight of their third-party network, while 46% have observed an increase in board oversight.

### Observed changes in oversight of third-party networks

Percentage of leaders responding



n = 939

Source: 2022 Gartner Cross-Functional Third-Party Risk Management Survey

## Priority No. 2

# Strengthen TPRM programs



**Tool to get started:**  
Third-Party Risk Management  
Benchmarking Report

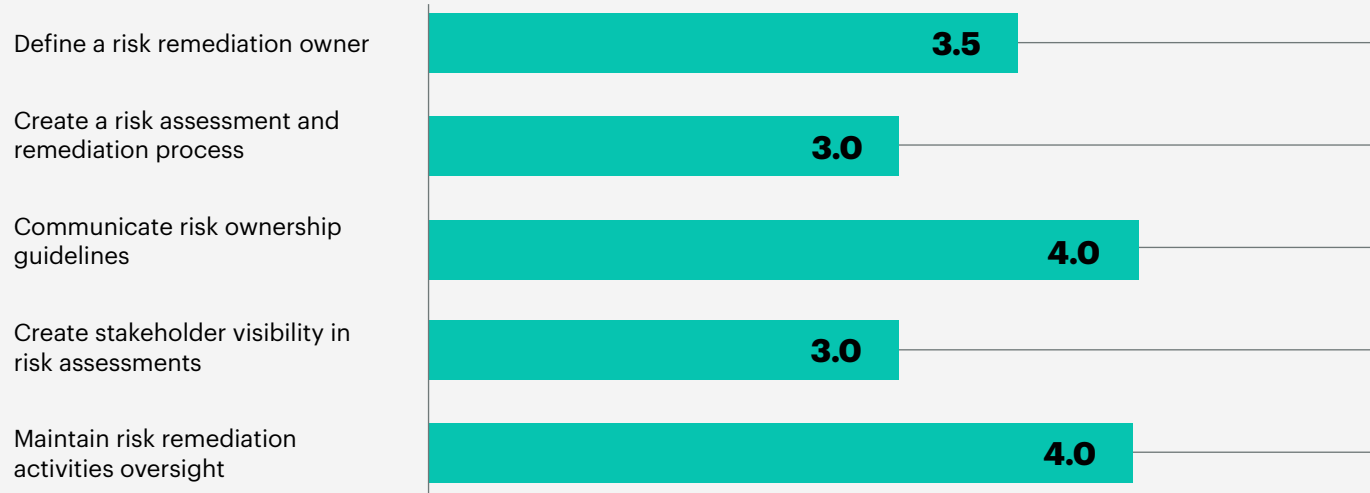
### Recommended actions

Assess the maturity of TPRM activities and prioritize the ones requiring the most resources or future strategic support. These informed prioritizations can improve operational efficiency and effectiveness.

#### Sample maturity assessment: Remediation of risk

Addressing identified risks to mitigate potential harm  
Illustrative

 Your organization    **Maturity:** 1-5 maturity scale



Source: Gartner

## Priority No. 3

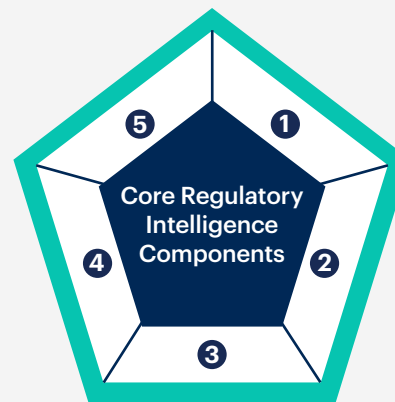
# Develop a strategy that keeps pace with new regulatory requirements

## Key driver

Faced with an increasingly volatile and complex regulatory and enforcement environment, legal and compliance leaders are looking for strategies to support a robust regulatory intelligence system.

### Anatomy of a regulatory intelligence program

Core regulatory intelligence components



#### 1. Regulatory Repository

A central store of regulatory information



#### 2. Regulatory Impact Assessment

Process for evaluating the scale and type of impact that a new or changed regulation will have on the business



#### 3. Compliance Change Management

The ability to remediate recognized gaps between regulatory requirements and current operations



#### 4. Regulatory Governance

The role definitions, policies, procedures and rules that govern regulatory intelligence efforts



#### 5. Regulatory Tracking

The ability to rapidly and accurately identify, document and classify regulatory changes

#### Technology Infrastructure

The technological capabilities that support and undergird a regulatory intelligence program

Source: Gartner

## Priority No. 3

# Develop a strategy that keeps pace with new regulatory requirements



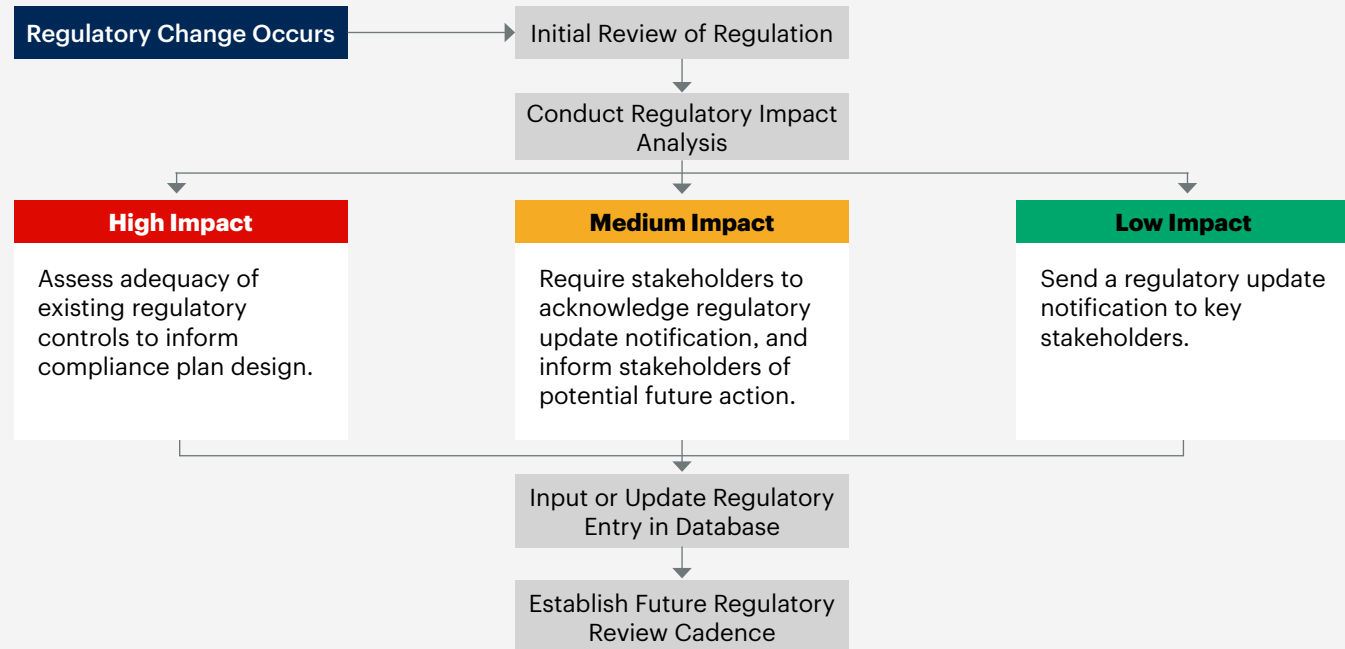
**Tool to get started:**

[Board Briefing on DOJ Guidance for Corporate Compliance](#)

## Recommended actions

Establish a regulatory intelligence program, determine a best-fit resourcing model and create workstreams that enable regulatory tracking and implementation success.

### Process map following regulatory change



Source: Gartner

## Priority No. 4

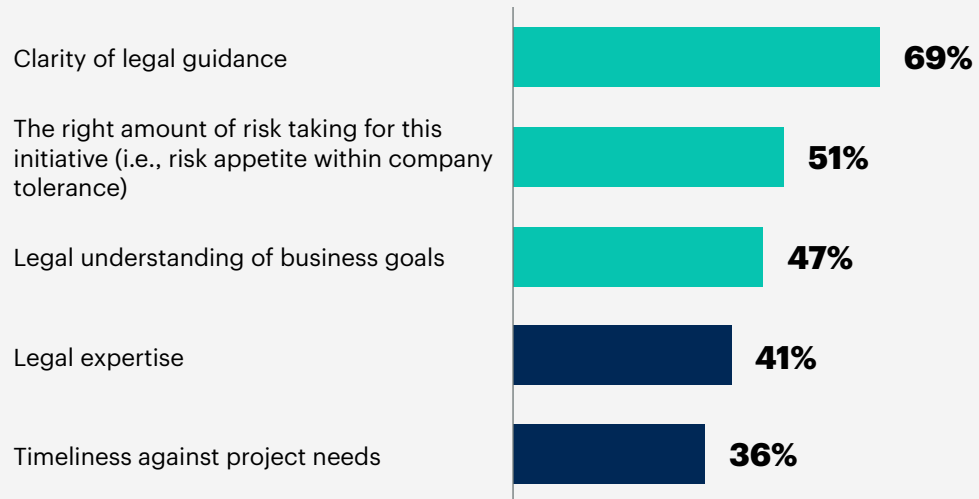
# Ensure guidance balances risk with business benefit

### Key driver

Legal functions are increasingly providing guidance in new and uncertain business terrain. Often this guidance involves major investments that will determine the strength of the organization's economic positioning. However, only 17% of legal leaders have high confidence they can help the business balance risk and benefit.

### Top attributes that employees value the most when working with legal

Percentage of respondents



Employees rate clarity, the right amount of risk taking and legal's understanding of business goals as the top 3 attributes they value most.

n = 70  
Source: 2022 Gartner Taking the Right Risk to Grow Survey

## Priority No. 4

# Ensure guidance balances risk with business benefit



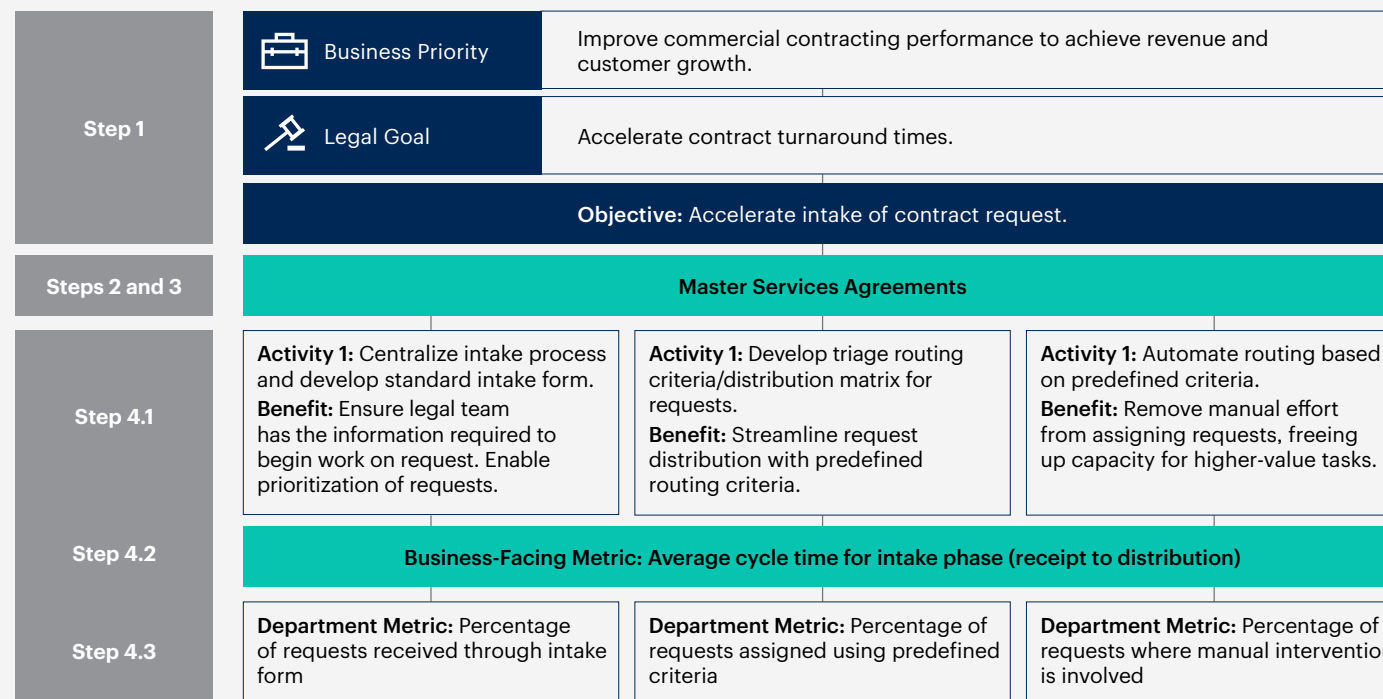
Tool to get started:

Use Legal Metrics to Drive Decisions and Value

## Recommended actions

Ensure your function consistently provides clear and actionable legal guidance that accurately reflects enterprise goals and is aligned to the company's risk profile. Then, communicate metrics and analysis that demonstrate legal's positive business impact.

### Sample framework: Legal metrics that align with business value



Source: Gartner

## Priority No. 5

# Create employee-tailored compliance training

### Key drivers

Compliance training is one of the most important elements of a strong compliance program and one of the highest areas of compliance investment. Though compliance teams devote a lot of time, attention and resources to training, they still face two challenges:

- It is difficult to ensure training impact and keep content fresh, relevant and memorable.
- Employees have training fatigue and are reluctant to participate in or engage with training courses.

Despite the efforts and resources devoted to training, **more than 40% of employees report that the compliance and ethics training they received in the past 12 months did not help them perform their job better.**

Less than half of employees agree the guidance the compliance function provides is relevant to their needs and workflows.

Source: Gartner



## Priority No. 5

# Create employee-tailored compliance training



Tool to get started:

[How to Motivate Employees to Report Corporate Compliance Violations](#)

## Recommended actions

To maximize effectiveness, develop training programs that reduce the burden on employees, while also equipping them to manage the risks most relevant to their roles and workstreams.

### General Motors' 4 design principles for compliance training



Source: Adapted from General Motors

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