



## As a leader, what has been your biggest learning from 2022?

Lisa Burton, CEO of Legal Data Workspace, discusses navigating uncertainty by making connections between current challenges and the past. She also outlines why you should consider establishing a Digital Risk Committee and the steps you can take to create one

[Read the full article on the GLL Member Site.](#)

## What should be on a GCs radar for 2023?

I believe in the statement: 'It is not the end goal, but the journey' that makes us great leaders. There is always uncertainty, and smart leaders will always move with the times but how do we turn that into reality? To improve the odds of success we must work together. It also helps if together we make connections between current challenges and the past, our journey so far, to help us and others understand the context of today and what's to come. It contributes to drawing the mythical bigger picture. We know we should look for opportunities, as well as seeing the risks, which is basically your competition's weaknesses and strengths. Building the capability to do this means smarter collaboration and being innovative in how you do this.

As data and tech complexity provide the puzzles which all global workforces grapple with, we have seen 2022 being (another) year of ramp up toward an even faster, data driven and technological advanced 2023.

People, therefore, being the glue between all the data and tech and making things happen are an asset that has so much rich prospect, but is very often so hard to manage that corporate departments end up working on department function issues rather than enterprise wide matters. One highly effective way of unlocking the rich asset of people for a GC is to create a Digital Risk Committee – a relatively cost free, effective way of corralling people, their skills and expertise whilst at the same time providing the GC with a 360 degree, holistic view of the business. It works toward providing that context or big picture I mentioned. Most of all, this can be a tool that helps control data and tech including privacy and security – the biggest threat vectors to businesses across brand, financial and share price.

This is a tried and tested solution that I have been recommending to GCs for some time. The feedback makes me very happy because it definitely works. Every GC should have this on their radar for 2023!



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## So What is a Digital Risk Committee?

As a legal tech designer and leader, I have previously explained my expertise as 'bridging the gap between Legal and IT'. That is because, historically, legal folks never knew the language of IT and IT folks would look on in fear and trepidation if their legal team rocked up in their Server room asking for help in finding data for a legal problem. Knowing other people's worlds and the context of their priorities and sharing yours helps you to get backing for your agenda. 'I have 100,000 global users to look after every day all day, how am I supposed to build the resources and time to extract data for a regulatory probe?' was one CTO's response to the bemused GC who asked for help.

Siloed working' is a phrase I hear often and is a common experience for those working within large corporations. A Digital Risk Committee alleviates siloed working, poorly instructed and therefore expensive third party services. Because it brings together an **internal** multi-disciplinary team of legal, IT, compliance, finance, HR and marketing, the GC can hear the past and envisage the future of the business using multiple pieces of insight.

This is the best part because, let's face it, most problems in the business get thrown at the GC: data privacy issues from a marketing 'push' or 'pull' of public data to gather market intelligence, HR disputes that can turn nasty, third-party management in the form of poor contractual performance, internal and external fraud, AML issues and regulatory investigations, the list goes on.

A Digital Risk Committee brings together experts to proactively manage the broad, complex and scary topics like security and privacy, that every part of the business is immersed in and finds hard to control even with strategic plans in place.

A monthly meeting and a tracked agenda to manage initiatives and risks can really help unlock unseen business potential through this collective 'eye' into the business. Yes, there will be colleagues on the committee that are less supportive and those that will be effervescently passionate, but to my introductory paragraph, it is a perfect opportunity for personal growth and career advancement.

Honestly, try it GC friends, it truly works. Remember, everyone has an agenda and savvy colleagues will see that this is a way they will create capability with you and increase the impact they will have by working with you.

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