



General Counsel Strategy and Legal Function Leadership Course

1 – 5 March 2027
Milan

General Counsel Strategy and Legal Function Leadership Course

Ref: 619_147531 **Date:** 1 – 5 March 2027 **Location:** Milan **Fees:** 5700 Euro

Overview

General Counsel Strategy and Legal Function Leadership Course is a five-day advanced course for general counsel, heads of legal, senior in-house counsel, legal operations leaders, and executives who leave with a Legal Function Leadership Plan. Participants connect legal function strategy, matter portfolio prioritization, outside counsel governance, legal operations metrics, and board advisory communication. The course addresses fragmented priorities, resources, decisions, and reporting through a single leadership system. Agile Leaders Training Center presents general counsel leadership as an enterprise management discipline.

Who Should Attend

- Legal-function leaders responsible for strategy, resources, and enterprise alignment
- Senior counsel responsible for executive advice, governance, and material matters
- Legal operations functions responsible for workflow, data, technology, and performance
- Corporate governance functions responsible for board information and decision support
- Executives responsible for oversight of legal services, risk, and organizational resilience

The course assumes participants lead legal work, teams, budgets, or executive relationships and leaves out jurisdiction-specific advice and detailed specialist doctrine.

Departments and Industries

The course supports departments and industries that manage legal portfolios, resources, governance, and executive decisions.

- Legal affairs, corporate governance, compliance, and risk
- Legal operations, finance, procurement, and technology
- Financial services, insurance, technology, and telecommunications
- Energy, construction, manufacturing, and logistics
- Healthcare, retail, hospitality, and professional services

Learning Objectives

By the end of this course, participants will be able to:



- Analyze enterprise priorities and legal-function mandates
- Prioritize matters and allocate legal resources
- Evaluate outside counsel, budgets, and service models
- Build legal operations, data, and technology controls
- Apply talent, communication, and crisis leadership methods
- Build an executive legal-function leadership plan

Course Agenda

Day 1: Setting Legal Function Direction

- Enterprise Priority Alignment Map
- Legal Function Mandate Canvas
- Governance and Decision Rights Matrix
- Stakeholder Value and Risk Register
- Legal Strategy Outcome Scorecard

Day 2: Governing Matters and Resources

- Matter Portfolio Prioritization Matrix
- Legal Demand Intake Triage Model
- Resource Capacity Allocation Grid
- Outside Counsel Selection Framework
- Legal Budget and Forecast Control Sheet

Day 3: Directing Legal Operations

- Legal Service Delivery Workflow
- Performance Metric Definition Catalogue
- Legal Data Governance Map
- Technology Investment Decision Matrix
- Operational Improvement Backlog

Day 4: Leading People and Executive Advice

- Legal Team Capability Matrix
- Leadership Delegation and Accountability Map
- Executive Advice Framing Method
- Board Legal Briefing Pack
- Legal Crisis Readiness Playbook



Day 5: General Counsel Leadership Practice

- Exercise: Align Enterprise and Legal Priorities
- Exercise: Prioritize Matters and Allocate Capacity
- Exercise: Evaluate Counsel and Technology Choices
- Exercise: Deliver a Board and Crisis Briefing
- Capstone Exercise: Legal Function Leadership Plan

Practical Exercises

The course uses suggested activities to apply general counsel leadership tools across different sectors.

- Suggested activity: reconcile legal priorities with growth and operational risks in a technology business.
- Suggested activity: allocate internal capacity and outside counsel across a manufacturing matter portfolio.
- Suggested activity: select metrics and technology controls for a financial-services legal operation.
- Suggested activity: prepare an executive briefing and crisis decision route for a logistics organization.

FAQs

Who suits general counsel strategy and leadership training, and what does it assume?

It suits senior in-house legal and operations leaders and assumes responsibility for legal work, people, budgets, governance, or executive relationships.

How does general counsel leadership differ from technical legal training?

General counsel leadership focuses on strategy, priorities, resources, operations, people, executive advice, and crisis readiness, while technical legal training develops doctrine or specialist practice knowledge.

How should a general counsel align legal strategy with enterprise priorities?

Alignment starts by mapping enterprise outcomes, legal mandates, material risks, stakeholder expectations, decision rights, resources, and measures into a shared planning and review cycle.

Which measures support legal function leadership?

Useful measures connect demand, matter priority, cycle time, cost, service quality, risk exposure, capacity, external counsel, and business outcomes without reducing legal judgment to activity counts.



What makes board legal advice decision-ready?

Decision-ready board advice states the issue, enterprise context, legal and operational exposure, options, tradeoffs, recommended action, authority required, and follow-up controls in concise language.

Conclusion

Participants leave with a Legal Function Leadership Plan linking mandate, priorities, matters, resources, operations, people, executive advice, and crisis readiness. The plan creates a shared basis for legal-function decisions and performance conversations. It also helps leaders turn legal expertise into organized enterprise support.