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Struggling with legal tech adoption?

Assess your readiness for
contract automation, CLM and AI
to successfully implement (achieve adoption)

Shortened ebook version

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Create your maturity gap analysis with personalised priorities
for action (for the parameters you select)



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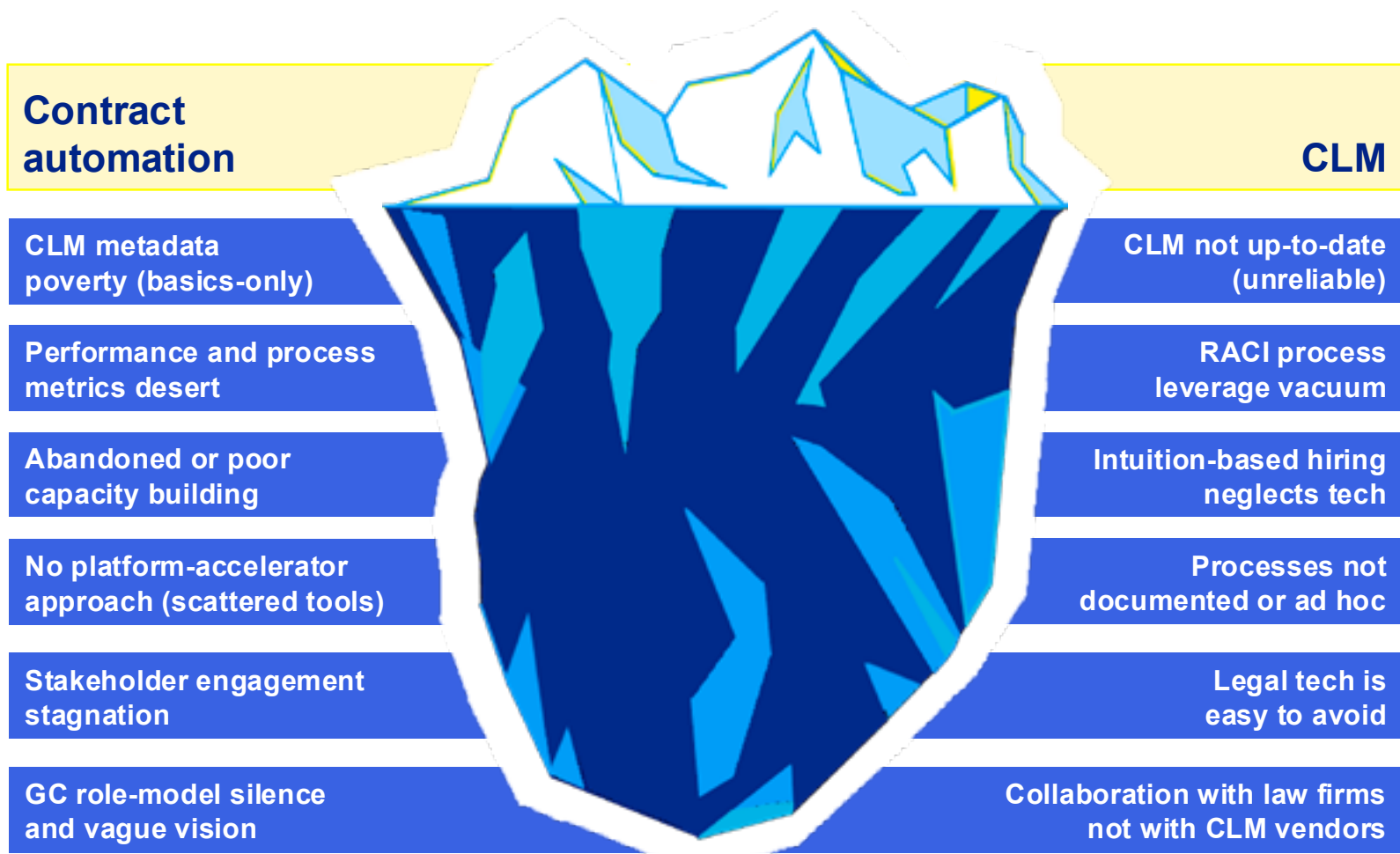
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Successful adoption requires digital readiness

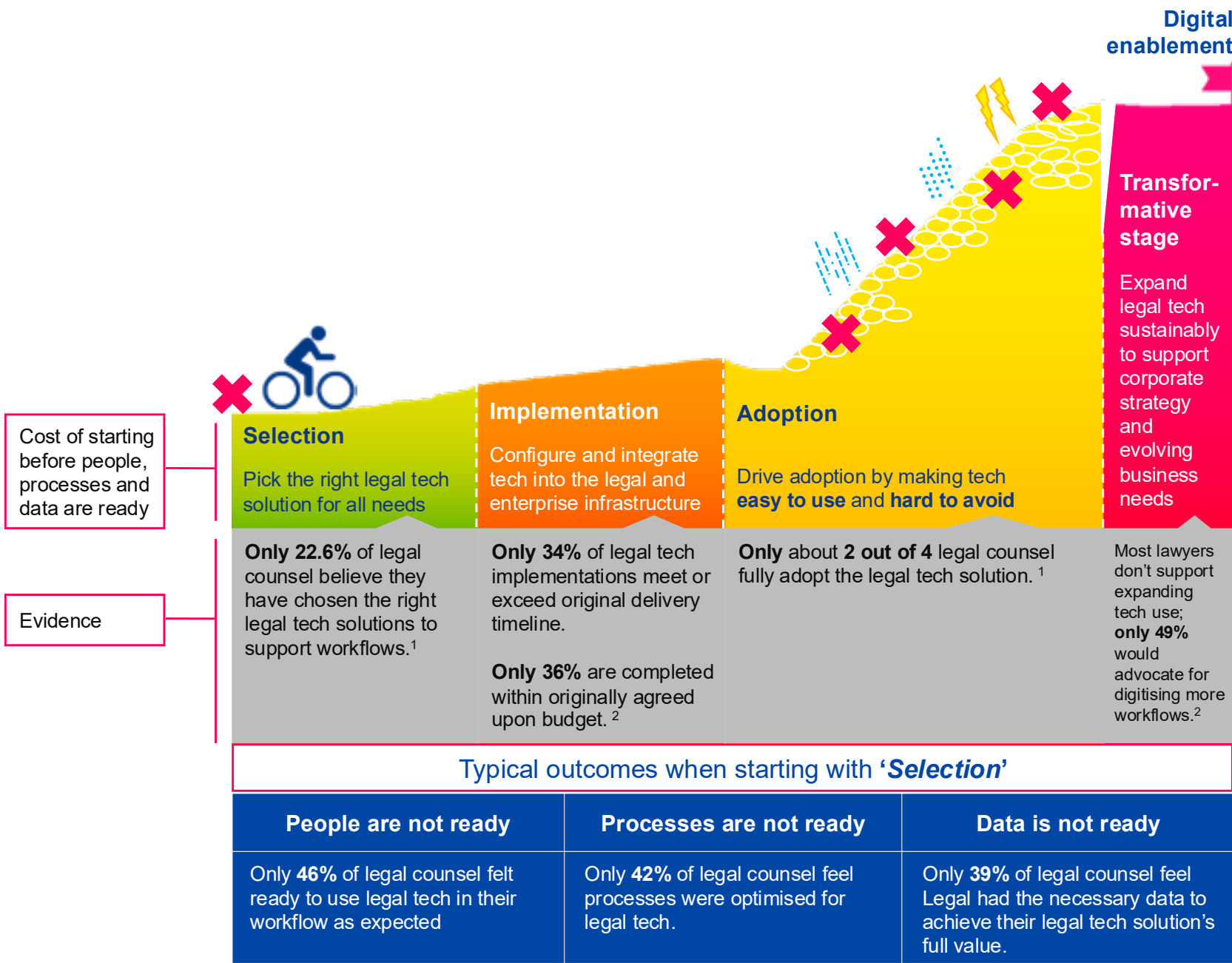
The best **end-to-end contracting** solution may look impressive above the surface but leave 89% of your problems hidden underneath. Legal tech does not fix issues related to **People, Process** and **Data**. Effective deployment of legal tech requires that your legal operations (Legal Ops) are 'mature', that your People, Processes and Data are 'ready'.



Extensive market research shows that if you start implementing contract automation or CLM while your legal department is not **‘digitally ready’**, every investment and effort will likely fail. Your ‘legal ops’ (what enables your delivery of legal support) must be sufficiently **‘mature’**.

Your digital maturity level should define your Legal Ops priorities for **People, Processes** and **Data**. Legal teams scoring high on digital readiness feel **1.9x more effective** in leveraging legal tech. Effective legal tech **saves** a single legal counsel **72 days (14 weeks) annually**.

Digital enablement requires digital readiness



Sources: ¹ 2024 Gartner legal technology lawyer panel survey. ² 2024 Gartner digital readiness legal employee panel survey

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Create your maturity gap analysis with personalised priorities for action (for the parameters you select)

This guide helps you:

- Assessing the maturity of your Legal Ops and identifying gaps in your readiness regarding People, Processes and Data to automate contracts and implement CLM
- Prioritising the implementation of your end-to-end contracting solution and achieving a digitally enabled, scalable legal service, adopted by users
- Designing your implementation plan and achieving adoption.

This guide provides a high-level assessment that help you (re)define your CLM implementation strategy. For a more in-depth assessment report and an extensive, tailored plan, download the full ebook.

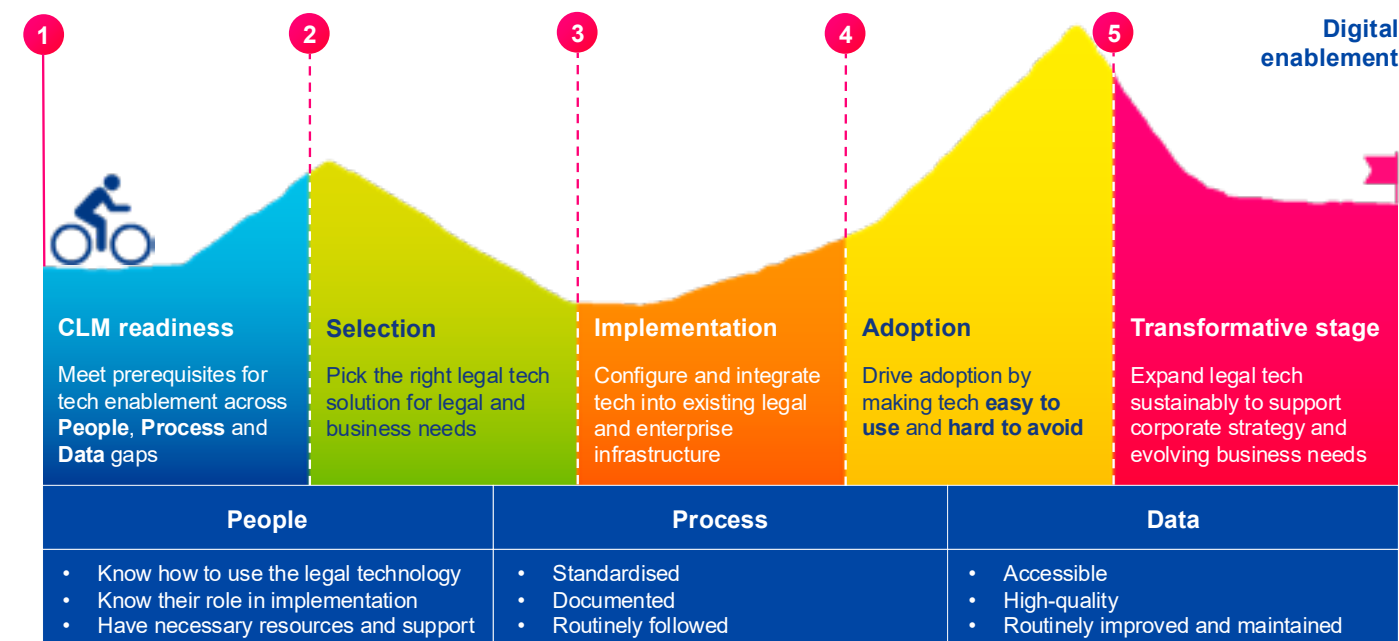
We hope that our assessment proves to be a useful guidance in scaling your legal service delivery.

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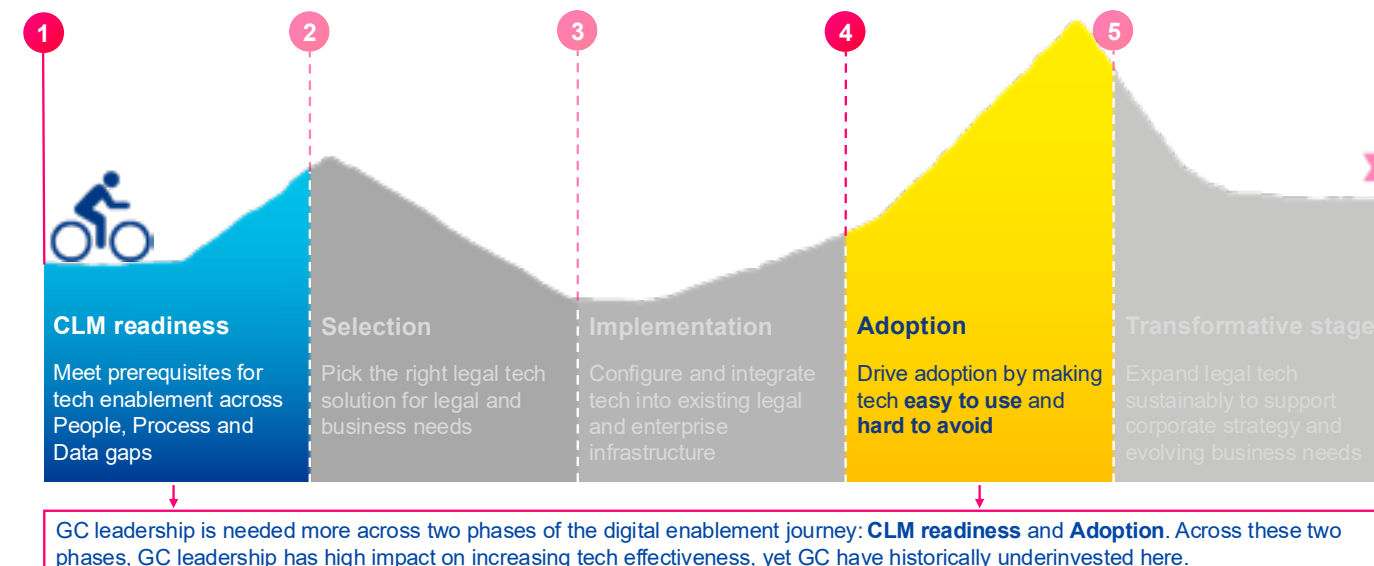
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A successful digital enablement journey

5 Phases of Legal's digital enablement journey



Greater GC leadership is required in 2 phases



Research finding #1

77% of legal departments
are not digitally ready

Research finding #2

Digital readiness saves 72 days
per year, per legal counsel
(14 weeks annually)

Gartner surveys 2024

Assess your readiness – pillar 1:

Data

Insight 1:

Transform contracts from static documents into strategic intelligence assets that drive real-time business decisions. Without automated data capture, quality controls or metrics dashboarding, even the best CLM becomes an expensive filing cabinet rather than a competitive advantage engine.

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A. Data, metrics and analytics

1. Contract data management (CLM metadata)

Early stage:	basic metadata only (parties, contract dates, IP rights, applicable law)
Intermediate:	department-specific taxonomies (data sets), limited coordination across BUs
Transformative:	AI-powered extraction with enterprise-wide uniform data model and integration layers

2. Contracting process metrics

Early stage:	no tracking of cycle times or process stages (bottlenecks)
Intermediate:	basic SLA metrics, manual tracking, limited visibility
Transformative:	real-time dashboards tracking all contracting process stages with predictive analytics capabilities

3. User and usage performance metrics

Early stage:	not measured
Intermediate:	selected KPIs aligned with GC priorities, no tech-adoption metrics
Transformative:	sophisticated OKRs linked to business objectives with gamification driving behavioural change

4. Data integrity and data quality

Early stage:	inconsistent or inexistent data hygiene and taxonomy
Intermediate:	improving via naming conventions and data dictionaries
Transformative:	automated data quality management with standardised processes and validation rules

Assess your readiness – pillar 1:

Data

Insight 2:

Poor information governance and contract management aren't just a compliance risk – it's lost institutional knowledge walking out the door with every departing employee. Build enterprise-grade CLM that makes every contract file searchable, actionable, and your contracts audit-ready.

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5. CLM data (access rights, user management)

Early stage: manual, ad hoc individual access grants

Intermediate: manual role-based permissions, siloed contract (data) visibility

Transformative: enterprise RBAC with granular permissions, privileged access, and data classification

B. Information governance (digitisation, data and files management)

1. Record keeping and repository (data retention)

Early stage: individual-dependent (inbox, local drive, shared sites), without central oversight, with generic, unspecific data retention policy and poor data retention enforcement

Intermediate: BU-driven, with some programme team support and guidance, emerging data retention policy enforcement

Transformative: end-to-end lifecycle management with documented, automated retention schedules and audit trails

2. Business responsibility matrix (RACI)

Early stage: undefined or imprecise roles and responsibilities

Intermediate: departments assuming ownership with programme support

Transformative: full RACI implementation with clear accountability and decision rights established regarding digitisation, data and files management, and key roles for Legal and Legal Ops

Assess your readiness – pillar 2:

Processes

Insight 3:

Person-dependent processes create invisible bottlenecks that surface only during crises. Adopt a platform approach with clear RACI matrices that transforms legal service delivery from heroic individual efforts into predictable, scalable operations (a Tour de France-winning team).

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A. Processes, projects and RACI

1. Contracting (operational) processes

Early stage:	informal, person-dependent; incident-driven improvements
Intermediate:	standardisation per BU and contract type emerging
Transformative:	optimised processes focusing on cycle time reduction and dispute prevention

2. RACI matrices for contracting processes

Early stage:	informal approvals with unclear accountability
Intermediate:	simplified processes in mandate arrangements, with inadequate differentiation across RACI roles; required Legal involvement not always clear
Transformative:	automated clear ownership with full accountability and adequate departmental involvement, anchored in contract automation and CLM

3. Large transactions and legal projects management

Early stage:	ad hoc coordination and management of M&A- or financing transactions, GDPR, DORA or NIS2 implementations
Intermediate:	law firms manage projects, MLSPs handle project-related volume work
Transformative:	internal project management capabilities with MLSPs directly involved, accelerated by an advanced contract automation platform (think of Weagree)

4. Platform as process-accelerator

Early stage:	not applicable
Intermediate:	platform adoption lags across all BUs and all or most contract types; no strategy to gradually enable power users
Transformative:	universal platform adoption with full transparency and differentiated user experiences

Assess your readiness – pillar 2:

Processes

Insight 4:

Treat resistance as a lack-of-clarity gap (a need for support or guidance). Implement proactive, multi-channel communication strategies with two-way dialogue before scepticism builds momentum, and develop cross-departmental stakeholder champions that address concerns before they become adoption barriers.

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B. Change management

1. Communications (format)

Early stage: mostly ad hoc; via e-mails and meetings

Intermediate: consistent in cadence and format, less email-dependent

Transformative: portal-based communications with Legal Ops featured in every team meeting

2. Stakeholder engagement

Early stage: minimal engagement activity

Intermediate: communications to affected stakeholders, missing key elements

Transformative: comprehensive programme including sponsorship, stakeholder-differentiated approach, two-way communications, readiness assessments, training and reinforcement

3. Resistance management approach

Early stage: reactive to resistance and cynicism

Intermediate: proactive but incomplete; overlooks the importance of 'making legal tech easy to use' (IT-integrations or enabling **power users** gradually with more platform capabilities)

Transformative: resistance is viewed as lack of clarity (a need for training and guidance), proactive engagement is fully integrated

Assess your readiness – pillar 3:

People

Insight 5:

Base hiring decisions on both (current team-performance) metrics and an automation-first analysis – add technology where possible and humans only where necessary to maximise both investments. Tie performance KPIs directly to contract automation usage and CLM adoption to drive the behavioural change essential for digital enablement (and winning a Giro d’Italia).

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A. Internal resources management

1. Team expansion-decisions based on data and metrics

Early stage:	intuition-based hiring
Intermediate:	data and metrics are incapable of justifying (and cannot support) hiring decisions; hiring decisions may undermine legal-tech adoption efforts
Transformative:	resourcing decisions based on reliable data and metrics as recorded in contract automation and CLM

2. Performance management (KPIs)

Early stage:	standard corporate programme only
Intermediate:	enhanced systems but no legal tech adoption KPIs
Transformative:	KPIs include tech adoption targets with specific usage and maintenance goals for contract automation and CLM

3. Succession planning (contract know-how retention)

Early stage:	minimal planning, knowledge evaporates
Intermediate:	strategic planning exists, contract know-how tools (in contract automation) unused
Transformative:	succession planning integrated with talent development and strategic priorities; contract know-how management is an integrated, actively maintained part of the contract automation solution

Assess your readiness – pillar 3:

People

Insight 6:

Transform vendor relationships into innovation partnerships – co-develop functionalities for optimised business alignment and quick-fix debottlenecking. Use data-driven metrics to prioritise automation over outsourcing, ensuring external resources complement rather than substitute for internal capabilities.

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B. Knowledge management (contract know-how)

1. Documentation (AI readiness)

Early stage:	unstructured knowledge assets
Intermediate:	basic guides and memos, not AI-optimised, no clause library
Transformative:	AI-ready knowledge base (panel firms contribute); contract automation includes clause library and tooling for maintenance, structured taxonomies

C. External resources management

1. Collaboration with legal tech vendors

Early stage:	not applicable
Intermediate:	occasional testimonials and reference support provided
Transformative:	strategic partnership including co-development, beta testing, roadmap influence, and funding

Assess your readiness – pillar 4:

Leadership and organisational alignment

Insight 7:

Link contract automation and CLM performance metrics directly to strategic goals, hiring decisions and personal KPIs through monthly dashboards, making adoption essential rather than optional.

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A. Maturity of leadership and organisational alignment

1. Ownership and accountability for contract automation and CLM

Early stage:	not applicable or unclear
Intermediate:	presumed Legal ownership, RACI matrix incomplete, regularly ignored
Transformative:	clear RACI with BU data ownership and Legal Ops monitoring responsibility

B. Legal-tech ecosystem, innovation culture and automations

1. Innovation culture and mindset

Early stage:	general scepticism of technology enablement (<i>fixed mindset</i>), with MS Word-locked as the perfect archetype for a fixed mindset
Intermediate:	experimental culture valued but reactive, short-term approach
Transformative:	<i>growth mindset</i> with <i>fail-fast</i> culture. Strong legal department-wide belief that a collaborative innovation strategy drives competitive advantage and opportunities to the business

2. User adoption

Early stage:	selective, limited legal tech deployment, poor adoption
Intermediate:	active encouragement, fragmented or scattered adoption
Transformative:	continuous improvement in collaboration with legal tech vendor, making legal tech increasingly easy to use and hard to avoid, including through API-integrations

Assess your readiness – pillar 4:

Leadership and organisational alignment

Insight 8:

Organisations still running on Word and spreadsheets are bringing knives to a data fight. Appoint dedicated legal-tech-support roles with executive sponsorship and establish a fail-fast culture that transform Legal from business bottleneck to competitive accelerator. Collaborate with your existing legal tech vendor to automate use cases.

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3. Funding of legal-tech-vendor-developed innovations

Early stage:	not applicable
Intermediate:	willingness to join and finance co-development on use cases with immediate ROI
Transformative:	proactive co-development, customer-funded based on feasibility and realistic mid-term ROI projections

4. Training (functional implementation) and capacity building

Early stage:	self-directed learning only
Intermediate:	ad hoc training with no follow-up, no reinforcement or ongoing needs assessment
Transformative:	multi-modal training differentiating power users from casual users

Unlock your complete digital readiness profile:

Our comprehensive 116-question assessment (or your selected Legal Ops areas of priority) provides granular insights across your organisation's 12 key Legal Ops competencies, activities and enablers, benchmarking your digital enablement maturity against industry peers, and delivers you a customised transformation roadmap.

Define your organisation's Legal Ops priorities and design your own Legal Ops maturity acceleration framework:

[Download full ebook](#)

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Digital readiness scoring guide and maturity insights

Based on your digital readiness score, your Legal Ops maturity profile looks like this:

1. **Foundation-building phase** *(13+ early-stage responses)*.

Your legal department operates with traditional approaches whilst recognising the need for transformation. You're experiencing the struggles and challenges that drive digital enablement – manual processes consuming valuable time, limited visibility into contract portfolios, and reactive rather than strategic decision-making. This phase represents significant opportunity for competitive advantage through targeted Legal Ops investment.

2. **Scaling phase** *(13+ intermediate-stage responses)*.

You've initiated the digital journey with selective legal tech implementations and process standardisation. The challenge now lies in driving and achieving user adoption, cross-departmental use of contract automation for complex transactions, enterprise-wide implementation of CLM, breaking down silos, and transforming pockets of excellence into organisational capability. Your legal department stands at the inflection point where, in close collaboration with your legal tech vendor, strategic focus on adoption and integration will determine whether investments deliver their promised ROI.

3. **Leading-edge phase** *(13+ transformative-stage responses)*.

Your Legal function operates as a trusted strategic business partner, leveraging data-driven insights and automated workflows to deliver measurable value. The focus shifts from implementation to optimisation, from adoption to innovation. Your Legal Ops are positioned to explore emerging technologies like generative AI whilst maintaining operational excellence.

4. **Mixed maturity profile** *(distributed responses)*.

Most organisations exhibit varying maturity across competencies, with centres of excellence alongside improvement areas and multiple vulnerabilities in digital enablement. This pattern suggests targeted intervention opportunities where quick wins in lagging (early-stage) areas can accelerate the overall digital enablement whilst leveraging (transformative-stage) strengths to pull the organisation forward.



Research finding #3

Legal tech does not fix issues related to **Data, Process or People.**

Research finding #4

Active GC leadership is needed more across two phases of a digital enablement journey:

- Legal tech readiness
- Driving adoption

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Implementation plan

Do not underestimate **adoption**, as it is a critical path on your journey towards digital enablement. Lagging adoption diminishes every implementation effort: your people would start fabricating excuses for avoiding legal tech (even if caused by implementation flaws, digital readiness gaps or insufficient support capability) and keep magnifying (“justifying”) their excuses.

See next pages for strategies that drive adoption and increase your potential success chances from 22.6% to 75%. The full Legal Ops assessment contains many additional measures and incentives:

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1. Functional implementation:

- Configure the key functionalities
- Automate model contracts and, next stage, build your clause library
- Configure CLM contract sheets (and AI prompts for individual clause types)
- Configure workflows and e-signing
- Migrate data and files for post-signing CLM and entity management

2. Technical implementation:

- **User management:** granting access rights (aligned with organisational structure, user profiles and key functionalities)
- **Integrations:** with other applications in the IT landscape

3. Change management – driving adoption:

- All **rational aspects** (define a concretised vision; script the critical moves; find the bright spots (avoid focusing on problems))
- All **emotional aspects** (engage, engage, engage; take the right small steps; nurture a growth mindset)
- The **context** (tweak the environment (capacity building, training and ongoing functional and admin support); anchor habits; spotlight on successes (communicate!))

Your implementation plan must include **capacity building**: ongoing training and (in legal departments of more than a few legal counsel) internal capability to support users, configure features, update templates, invite and handle questions, communicate feature-releases, and drive adoption.

Extensive change management recommendations at



Research finding #5

Legal Ops must meet 9 prerequisites to fill digital readiness gaps:

Data:

- Accessible and controlled access
- High-quality (data and metrics)
- Routinely improved and maintained

Processes:

- Standardised (RACI)
- Documented
- Routinely followed

People:

- Adequate legal tech onboarding
- Know their role (RACI)
- Capacity building (ongoing support)

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Drive adoption

Many excuses for not using legal tech are **emotionally understandable** but **not supported by facts** (e.g., creating a first-draft contract does not take less time when using a recent contract for a similar context vs. creating it via a questionnaire). Not using legal tech also will not reveal any of its unanticipated advantages (success stories of 72% timesaving on contract creation, 10 times more contracts created enterprise-wide, 4% or more reduction on enterprise revenue leakage, 57% less errors in contracts, all remain out of reach).

In encouraging and facilitating adoption, do not underestimate the importance of:

- **Data and metrics** tracking contracting processes and usage performance
- **API integrations** for increased adoption

Myths debunked: Gartner research shows that making legal tech hard to avoid (e.g., by removing model contract templates from shared spaced) has no impact on lawyer exhaustion, lawyer engagement or lawyer intent to stay. (There is no evidence that negative measures have the thought negative collateral effects.)

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Four strategies to drive adoption

Triple your adoption potential from 22.6% to 75% by taking the following steps:

1. Make legal tech hard to avoid
(indeed, add 25% to your potential maximum adoption rate).

For possible measures

[Download full ebook](#)

2. Make legal tech easy to use
(indeed, add another 25% to your potential maximum adoption rate).

For possible incentives

[Download full ebook](#)

3. Redesign internal contracting processes to leverage RACI matrix-capabilities at all levels.

4. Continue implementation with capacity building
Address excuses for non-use adequately – each according to its nature.

Users who fail to adopt legal tech predictably come with excuses that vary in nature (and who often also dismiss the platform’s user-friendliness):

Excuse	Response or remedy
“I find it hard/annoying to use the platform”	Training and capacity building
“I have my own preferred way of working” or “I am faster doing it my way”	Visionary leadership
“It takes too long to use or otherwise harms my productivity”	Buddies as part of capacity building
“This platform is not meant for me or my type of legal work”	Show hidden value
“Using the application reduces the quality of my legal work”	Show role-model leadership

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