

Project Management Challenges

Key themes

- Communications
- Timing milestones and deadlines
- Skills, resources, task allocation and accountability
- Implementation and adoption
- Management and leadership
- Scope
- Culture
- Feedback and review

Scenario One

- Edinburgh International Beverages (EIB) Limited has designed a new Compliance and Ethics code and intends to roll this out alongside its revamped Diversity and Inclusion policy.
- Two different teams have done work in a sample of countries to test the acceptability of the code and policies and have received a mixed reaction.
- The company has been investigated in relation to some of its behaviours in some territories, but hasn't resulted in censure yet but EIB management are concerned that it's only a matter of time.
- EIB operates in 40 countries across Europe, the USA, Africa and the Middle East
- Senior management want this rolled out with facer to face presentations with legal at its core and expect to see some analytics showing positive change in 12 months.

Scenario Two

- The procurement team of Edinburgh International Beverages Limited (“ EIB”) has undertaken a review of its external legal spend and have tested the market alongside the in house team resulting in a reduced panel of firms across the 40 countries.
- Management expect savings on previous spend of 20% as a result of the exercise.
- The business hasn’t had any panels previously and the business has had freedom of choice in who it uses.
- You are generally happy with the firms on the panel but the change will also involve a new automated take on process for all business colleagues.
- You are concerned about the willingness of the business to adapt to this new system
- This needs to be up and running by the end of the financial year (September 2019) but management expect to see concrete progress between now and then.

Scenario Three

- Your team of 10 lawyers reviews approximately 2500 third party contracts per annum split into about 4 different types. They are all English under English or US law.
- A legal consulting firm has recommended that software produced by a company called ThoughtRiver working in partnership with Eversheds Sutherland which can review and highlight non compliant clauses in these contracts saving about 75% of the time spent by the legal team in reviewing these contracts.
- The CFO has seen and approved the business case to fund the recommendation and the legal team have reluctantly accepted the potential change. You as GC now need to implement the system across the business.
- The work take on will be direct from business users who simply scan the contract into the system and if the contract is compliant with EIBs playbook will be returned to the business user without interaction with the legal team. Non compliant clauses will be referred to the legal team, but the technology will prompt an alternative provision.