

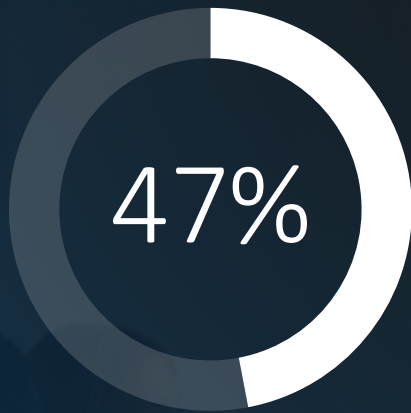


Technology Fluency: Priority One for Chief Legal Officers



The role of the chief legal officer is quickly becoming synonymous with that of a chief technology strategist or data guardian in chief. As CLOs pivot to meet executive expectations for strategic input and rapid adoption of advanced technologies such as generative artificial intelligence, they're placing increased emphasis on innovation, data risk, technological proficiency and AI strategy.

Findings in the 2026 ACC CLO Survey illustrated a notable shift in how legal department leaders view and approach their technological remit.



Executive Mandates

47% believe technology and AI knowledge and strategy is the top area their CEOs want them to further develop (the top ranked area by more than 10%).



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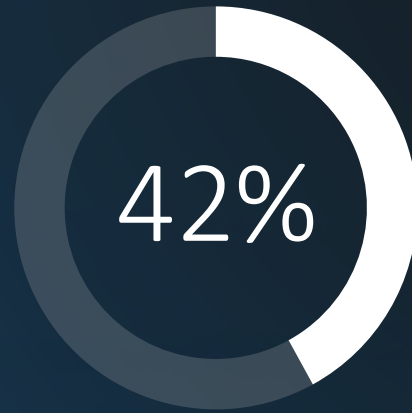
CLO Skillsets

AI and technology proficiency was the top ranked category CLOs identified when asked about the single most significant skill or competency they've had to develop over the past three years to meet evolving business demands. Cybersecurity and data privacy expertise, another technology-focused category, ranked sixth out of nearly 20 categories.

A silhouette of a person with short hair, seen from the back and side, looking out over a city skyline at sunset. The person is wearing a dark top. The background is a bright, hazy sky with the city skyline visible in the distance. The overall tone is warm and contemplative.

Legal Department Leadership Focus

The survey showed an increase in focus on improving technical fluency and upskilling legal teams to be effective with advancing technologies and AI mandates. More than one-third said fluency is a focus for development of lawyers in their department. This number is up 12% from 2025 and 17% from 2024. Alongside the increased focus on technology upskilling, CLO focus on traditional skills was de-emphasized in this year's results.



Board-Level Influence

42% said guidance around innovation, technology and AI strategy has become more significant in their board-level discussions over the past three years.



Embracing New Technology

Legal departments are moving rapidly from generative AI exploration to execution, with 36% already in active deployment.





CLOs must pivot their capabilities to meet new expectations. Against a rapidly changing backdrop, the survey results reinforce a clear strategic focus on high-level technological advisory capabilities and advanced fluency.

EXPERTS WITH IMPACT™



Meredith Brown

Senior Managing Director

+1 610 715 8877

meredith.brown@fticonsulting.com



Wafik Guirgis

Senior Managing Director

+1 551 208 5114

wafik.guirgis@fticonsulting.com