

The GC-Board Alignment Gap

*What Boards and General
Counsel Say—and What
Actually Happens*

Introduction

The role of the General Counsel has expanded dramatically over the past decade. Once viewed primarily as a legal risk manager, the position now sits at the intersection of enterprise strategy, governance, culture, and risk oversight. Boards increasingly rely on legal leadership to navigate regulatory complexity, geopolitical uncertainty, data and technology risk, activist pressure, and reputational exposure. Yet many governance models continue to reflect an earlier version of the role.

BarkerGilmore conducted this research to better understand how boards and General Counsel define value, align expectations, and engage in practice. The study examines not only where value is believed to be delivered, but how interaction design, time allocation, and governance norms either enable or constrain that value. The findings offer a candid look at where alignment is strong, where perception diverges, and where operating realities fall short of stated expectations.

Across the data, a consistent theme emerges. Boards and General Counsel share remarkably similar views on what effective partnership should look like. Early engagement, strategic contribution, and enterprise-level judgment are widely endorsed. Board members overwhelmingly agree that General Counsel input should shape strategy at formation, influence material decisions, and inform high-impact risks before execution begins. General Counsel echo those expectations.

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Methodology

This study was designed to examine alignment between General Counsel and boards regarding the General Counsel's role, enterprise value, and governance interaction. The research focused on understanding where expectations converge, where gaps exist, and which practices most effectively strengthen alignment.

Research Questions

The survey explored the following core questions:

- *Where do General Counsel and boards believe the General Counsel delivers the greatest enterprise value today?*
- *How do General Counsel and boards assess the importance of the General Counsel's involvement in strategy, risk, and governance?*
- *How is General Counsel time currently allocated, and where would reallocation increase enterprise value?*
- *How frequently and effectively do General Counsel and boards interact across key governance touchpoints?*
- *Which interaction practices most strengthen alignment between General Counsel and the board?*

Sample and Data Collection

The survey was distributed via email to a random sample of sitting General Counsel and board members across a range of organizational sizes and governance structures. To encourage participation, the survey invitation was sent three times over the fielding period.

A total of 157 complete responses from General Counsel and 34 complete responses from board members were collected and included in the analysis. Responses were anonymized and aggregated to ensure confidentiality and candid feedback.

Analysis

Quantitative results were analyzed using descriptive statistics to identify patterns, alignment gaps, and areas of convergence. Open-ended responses were reviewed and thematically coded to surface recurring themes and illustrative insights. Percentages may exceed 100% for questions where respondents were permitted to select multiple options.

Key Findings

1. Boards and General Counsel Are Aligned on the Destination, Not the Operating Model

Across every major question, boards and General Counsel express strong philosophical agreement on the role of the General Counsel as a strategic, enterprise-level leader. Boards overwhelmingly agree that GC input should shape enterprise strategy at formation, influence material decisions, and be engaged early on high-impact risks and opportunities. Where misalignment appears, the issue is not intent or expectation, but execution. Interaction norms, cadence, and access have not evolved at the same pace as the role itself.

2. Strategic Value Is Under-Recognized Because It Is Under-Visible

Strategic General Counsel value is often embedded upstream in management deliberations rather than surfaced explicitly at the board table. Boards reasonably assume that strategy presented by the CEO reflects integrated input from the full leadership team, including the General Counsel. As a result, strategic legal influence may be under-recognized not because it is absent, but because it is indirect and insufficiently visible within formal boardroom interactions.

3. Time Allocation Constrains Strategic Impact

General Counsel are spending substantial time on operational and execution-heavy work, particularly legal operations and talent, even while indicating a desire to reallocate time toward strategy and enterprise risk. Boards reinforce that preference, rating strategy and risk as among the most important GC value domains. The data suggests a capacity issue rather than a priority issue. Strategic impact is limited less by willingness and more by how GC time is consumed.

4. Interaction Is Frequent Enough to Function, Not Frequent Enough to Lead

Most GC-board interaction outside formal meetings occurs “occasionally,” not on a predictable cadence. Direct access to the board, pre-meeting discussions, and CEO-independent engagement exist but lack institutional consistency. Committee chair relationships represent the strongest and most reliable engagement channel. Executive sessions without the CEO remain uncommon, constraining candid dialogue on risk, conduct, and succession.

5. Alignment Improves Through Relationships, Not Structure Alone

Practices rated most effective in strengthening alignment are informal, relational, and forward-looking. One-on-one engagement with committee chairs, pre-meeting discussions on major decisions, and clear post-meeting action follow-through consistently outperform formal mechanisms. Standardized reporting formats and role charters add value, but only when paired with direct dialogue. Alignment is built through interaction, not documentation.

6. Feedback Exists, but Expectations Lack Precision

While most General Counsel find board feedback helpful, nearly one-third describe feedback as only somewhat helpful, and boards themselves acknowledge unclear performance expectations. Feedback without clearly articulated success criteria limits its ability to drive stronger alignment. Creating a clearer definition of what ‘excellent’ looks like for the modern General Counsel role remains an opportunity.

7. Boards Are Pulling the GC Into Emerging Risk Faster Than Role Design Has Caught Up

Boards place higher importance than General Counsel on cybersecurity, data privacy, and AI governance. These areas signal rising expectations without corresponding clarity of ownership, resourcing, or time allocation. Without intentional role definition, pressure on the GC role will continue to increase.

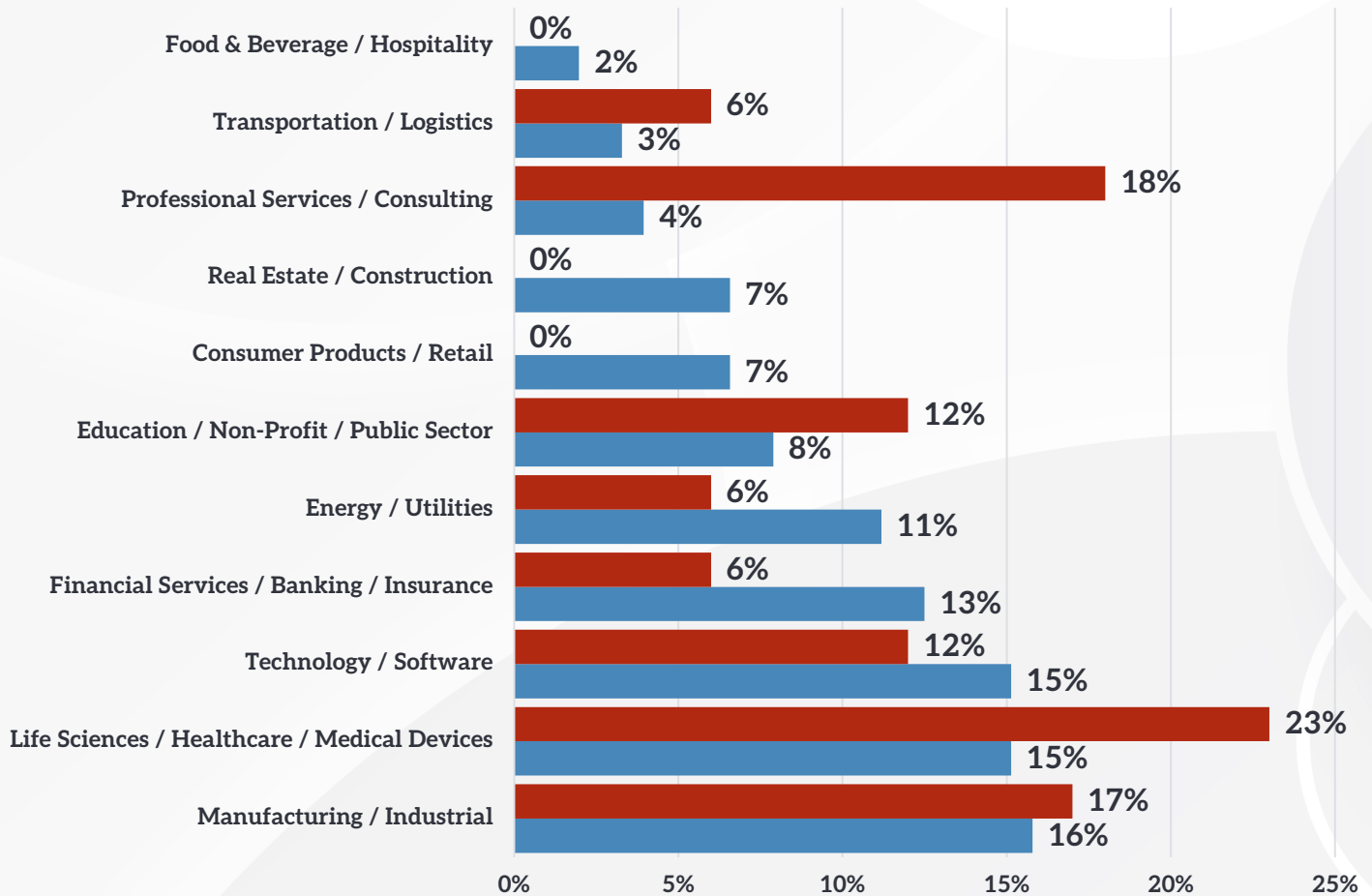
8. The Opportunity Is Structural, Not Cultural

The most striking finding across the research is the absence of fundamental disagreement. Boards and General Counsel want the same outcomes: earlier engagement, clearer priorities, stronger alignment, and better decision-making. The opportunity lies in modernizing governance operating norms to match the reality of enterprise complexity and the expanded scope of the General Counsel role.

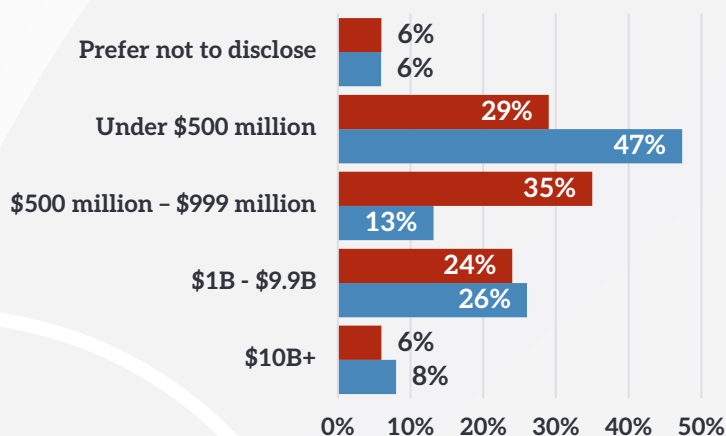
Survey Demographics



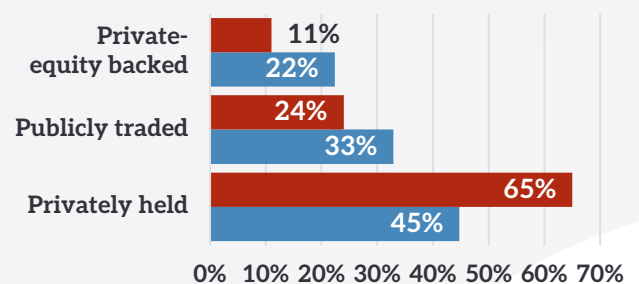
Industry



Company Revenue



Company Type



The Research

Enterprise Value

The data reveals a material perception gap between how General Counsel define where value should be delivered and where boards believe value is currently delivered. General Counsel consistently emphasize forward-looking, enterprise-shaping roles, while boards continue to associate the General Counsel with governance assurance, litigation, and formal oversight domains.

The implication is not underperformance by General Counsel, but under-recognition and under-utilization of strategic GC capability.

■ GC Top 3 Responses ■ Board Top 3 Responses ■ Largest Gaps

Enterprise Value	General Counsel	Board	Expectation Differential
Board governance and committee support	65%	76%	11
Corporate strategy formulation	63%	35%	28
Enterprise risk, integrated with business planning	56%	41%	15
M&A and strategic transactions	46%	47%	1
Litigation and dispute strategy	43%	65%	22
Legal operations	38%	24%	14%
Ethics, culture, and conduct	31%	18%	13
Commercial enablement, revenue contracting	27%	18%	9
Compliance program design and maturity	25%	29%	4
Government, regulatory, and policy affairs	25%	29%	4
Public company disclosure and securities	19%	29%	10
Crisis readiness and incident response	17%	12%	5
Cybersecurity and data privacy	10%	24%	14
Talent strategy within the legal function	8%	0%	8
AI governance and data ethics	8%	18%	10
ESG and sustainability oversight	2%	6%	4

GC Question

How important is it for your organization's General Counsel to deliver value in each of the following areas? (Select up to five)

Board Question

Where does your organization's General Counsel deliver the most enterprise value today? (Select up to five.)

GC Time Allocation versus Board Value Importance

The data shows strong alignment on priorities, but meaningful constraints on execution. Enterprise risk and governance represent the clearest point of alignment, with General Counsel allocating 18% of time and boards rating importance at 65%. Culture, ethics, and compliance show similar stability, with no desired shift in time allocation and 41% board importance.

The greatest opportunity lies in corporate strategy and transactions.

General Counsel currently allocate 20% of time, would ideally increase that to 24%, and boards reinforce this focus, with 47% identifying strategy as a primary value driver.

By contrast, cybersecurity and external affairs reflect rising board expectations, each rated at 29% importance, without corresponding increases in time allocation. Legal operations consume the largest share of GC time at 23%, despite a desire to reduce focus.

Time Allocation (average)	Actual (GC)	Ideal (GC)	Importance = Extremely Important (Board)
Corporate Strategy & Transactions (strategy formulation, M&A)	20%	24%	47%
Enterprise Risk & Governance (enterprise risk, board governance)	18%	18%	65%
Culture, Ethics, & Compliance (ethics, conduct, compliance programs)	13%	13%	41%
ESG & Emerging Issues (ESG, AI governance, data ethics)	7%	8%	6%
Cybersecurity & Crisis Management (data privacy, incident response)	9%	8%	29%
Legal Operations & Talent (litigation, disclosure, commercial enablement, talent)	23%	19%	41%
External Affairs (government, regulatory, policy)	11%	12%	29%

GC Question

Indicate current time allocation and ideal time allocation across the same areas. Try to get your totals as close to 100% as possible.

Board Question

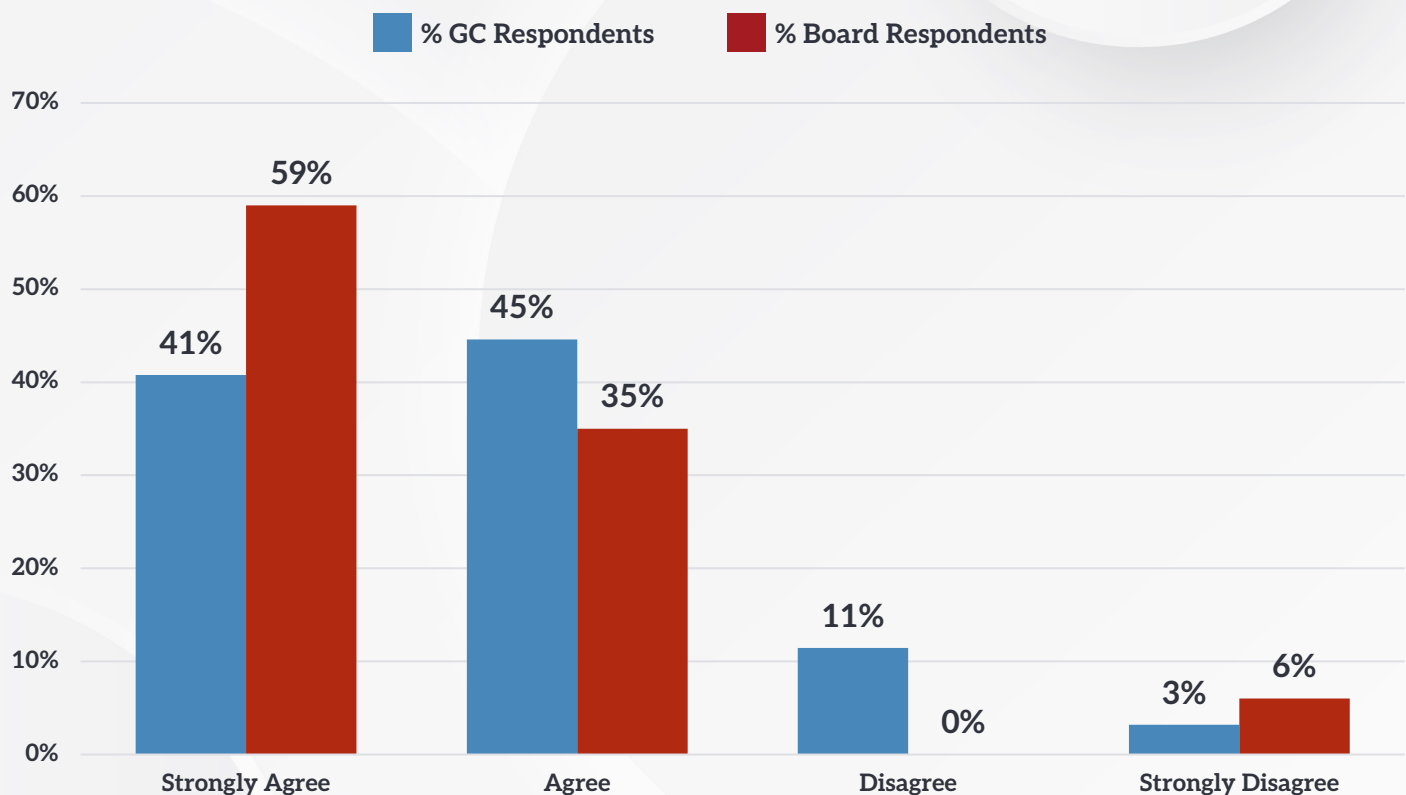
How important is it for your organization's General Counsel to deliver value in each of the following areas?

Enterprise Strategy

The results show strong consensus that General Counsel should shape enterprise strategy at formation rather than only at execution. Eighty-six percent of General Counsel agree or strongly agree with this statement, reflecting a clear belief that legal judgment adds the greatest value when embedded early in strategic decision-making. Board respondents demonstrate even stronger conviction, with 94% agreeing or strongly agreeing, including 59% who strongly agree.

The absence of board-level disagreement underscores a clear expectation for earlier GC involvement.

The remaining gap reflects execution norms rather than philosophical resistance, indicating opportunity to formalize earlier strategic engagement.



GC Question

My counsel shapes enterprise strategy at formation, not only at execution.

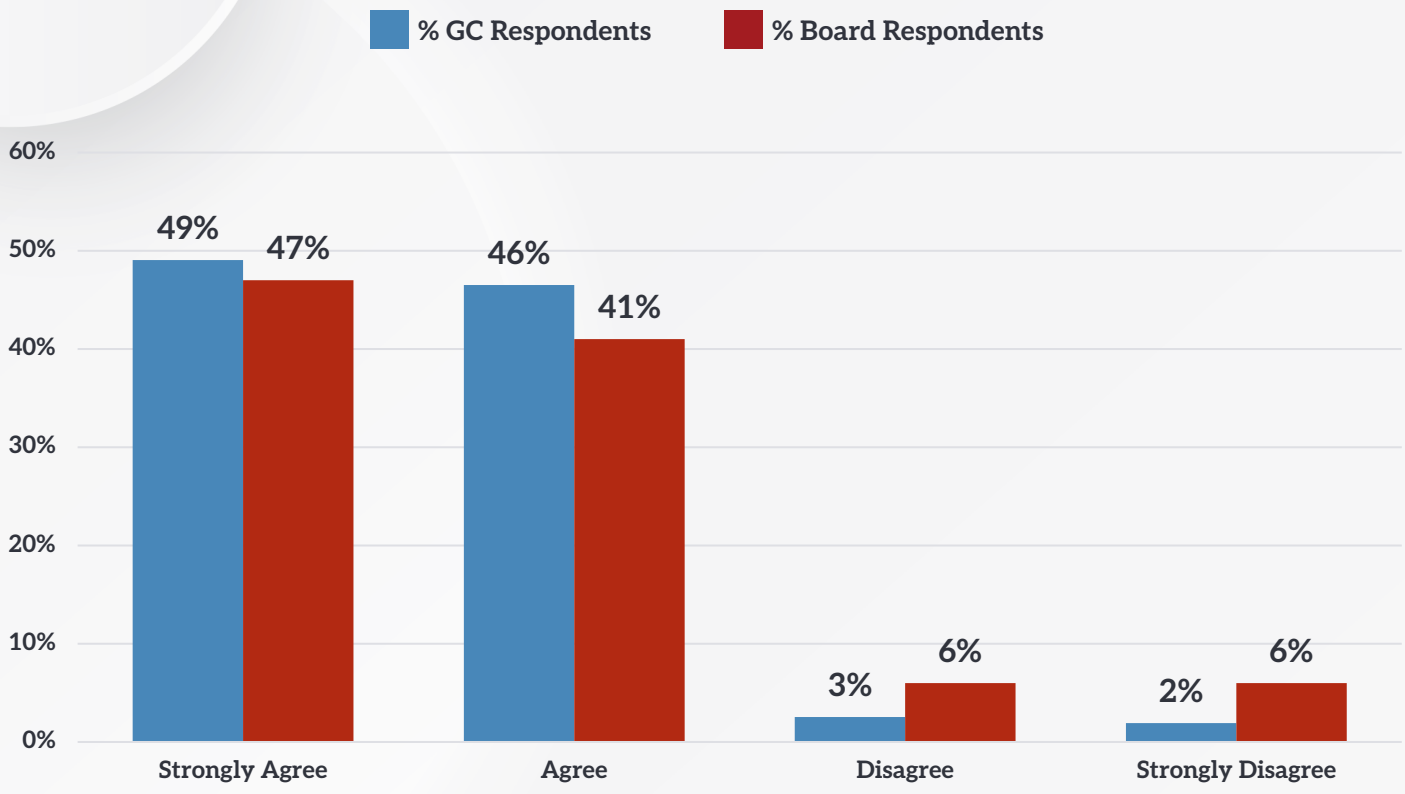
Board Question

GC input should shape enterprise strategy at formation, not only at execution.

Material Decisions

The data indicates strong alignment between General Counsel and boards on the expectation that GC counsel should influence outcomes on material decisions. Ninety-five percent of General Counsel agree or strongly agree that their input changes outcomes, closely mirrored by 88% of board respondents who believe GC counsel should influence material decisions.

Nearly half of both groups strongly agree, signaling shared confidence in the GC's impact when engaged.



GC Question

My input changes outcomes on material decisions.

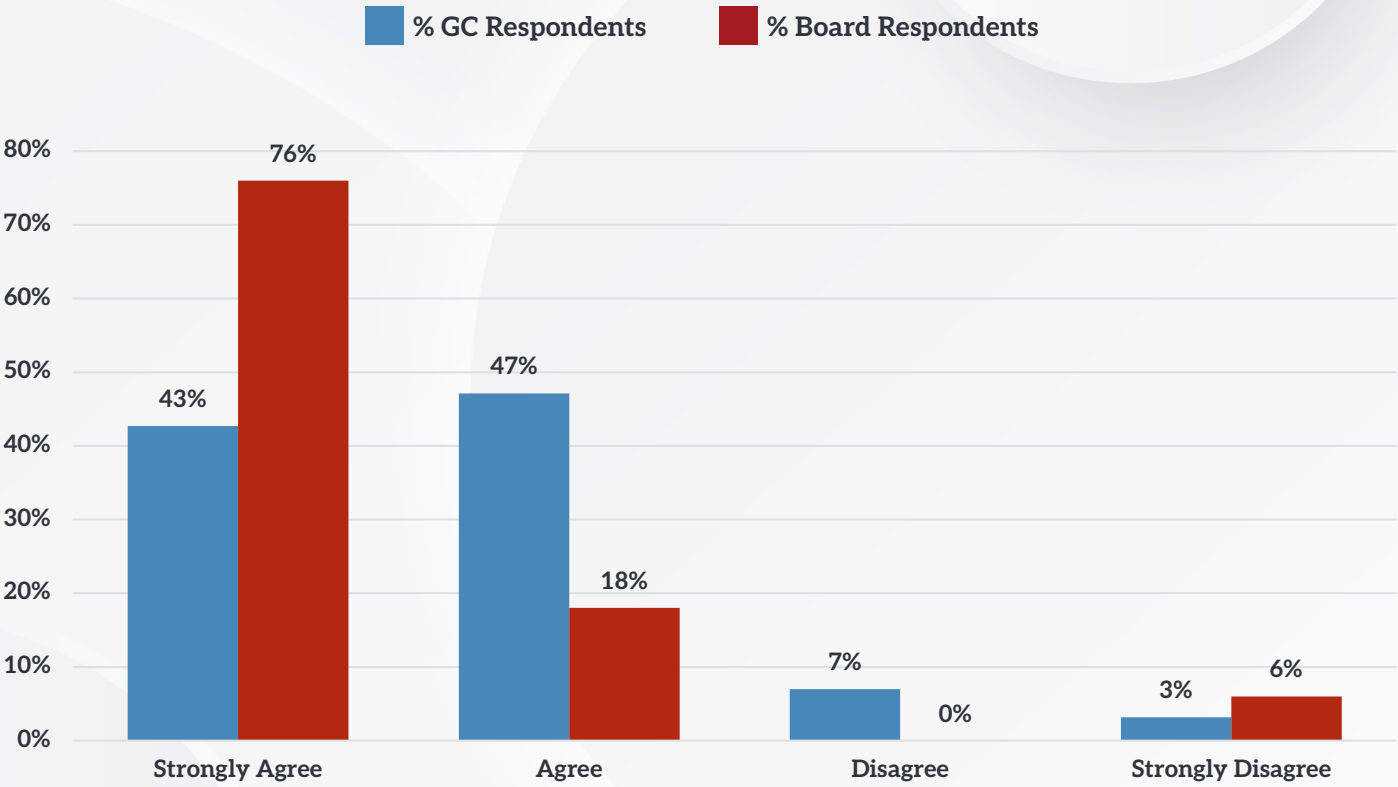
Board Question

GC counsel should influence outcomes on material decisions.

High-Impact Opportunities and Risks

The results reveal strong philosophical alignment paired with a meaningful execution gap. Ninety-four percent of board respondents agree or strongly agree that the General Counsel should be engaged early on high-impact risks and opportunities, including 76% who strongly agree. General Counsel responses are directionally aligned, with 90% agreeing or strongly agreeing that early engagement occurs. However, the lower “strongly agree” rate among General Counsel suggests that early involvement is not yet consistent or institutionalized.

The gap indicates an opportunity to formalize earlier GC integration into strategic and risk-driven discussions to meet clear board expectations.



GC Question

I am engaged early on high-impact opportunities and risks.

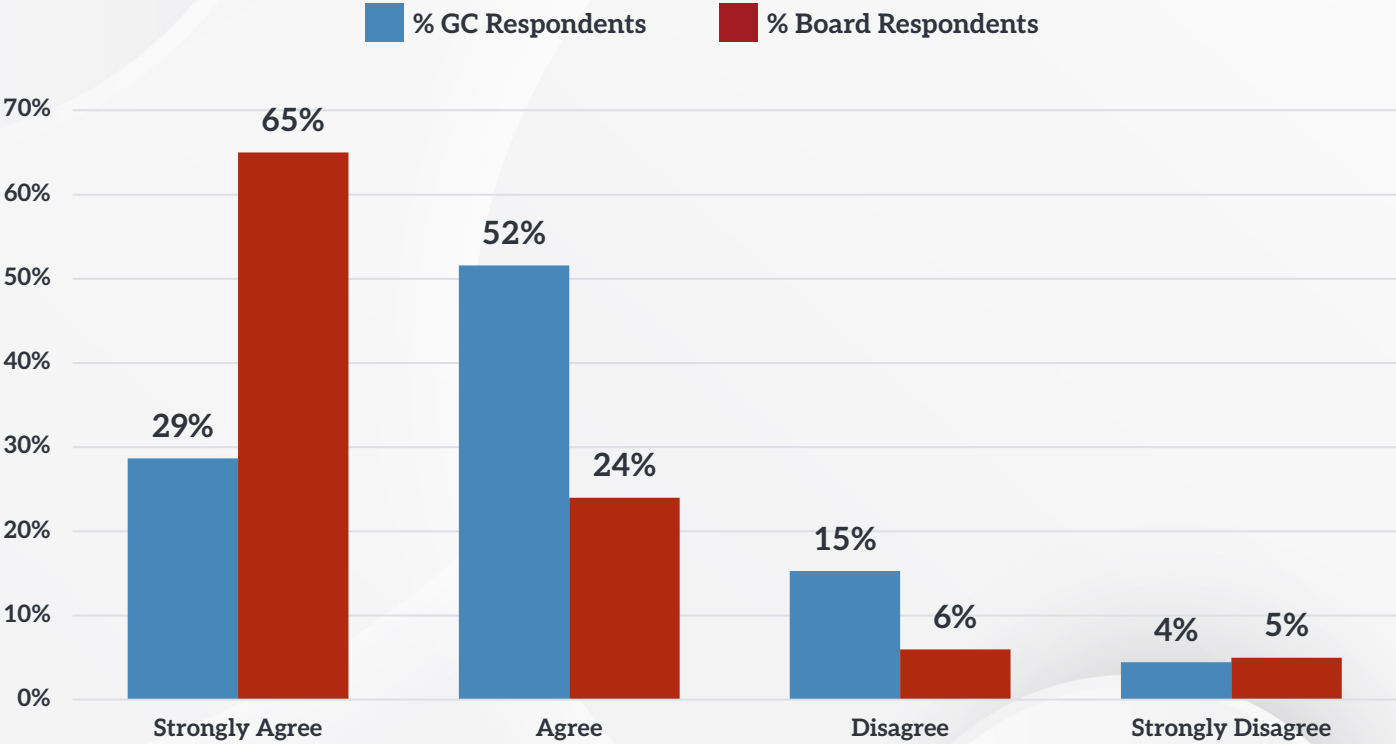
Board Question

GC should be engaged early on high-impact risks and opportunities.

Business Recommendations

Eighty-nine percent of board respondents agree or strongly agree that the most effective General Counsel provide business recommendations supported by legal judgment, with a strong majority of 65% strongly agreeing. General Counsel responses are directionally aligned, with 81% agreeing or strongly agreeing, but only 29% strongly agreeing. The difference suggests that boards expect business-oriented recommendations more consistently than General Counsel believe such recommendations are received.

The gap reflects an opportunity to more explicitly frame GC advice in enterprise and commercial terms.



GC Question

The board views my recommendations as business recommendations, not only legal advice.

Board Question

The most effective GCs provide business-oriented recommendations supported by legal judgment.

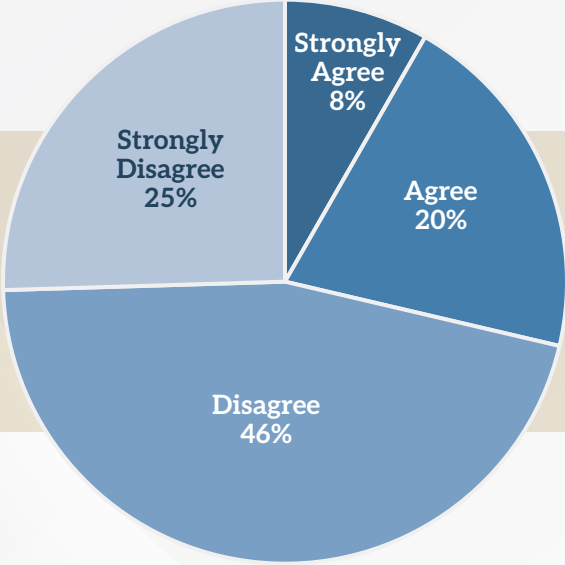
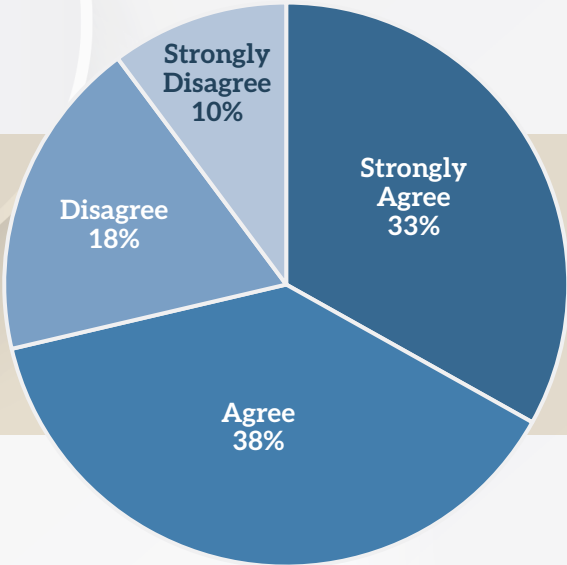
Interaction and Access

The data suggests that access is largely acceptable and satisfactory.

Boards report high satisfaction with current interaction models, with 94% agreeing or strongly agreeing that C-Suite engagement outside the CEO or boardroom is sufficient.

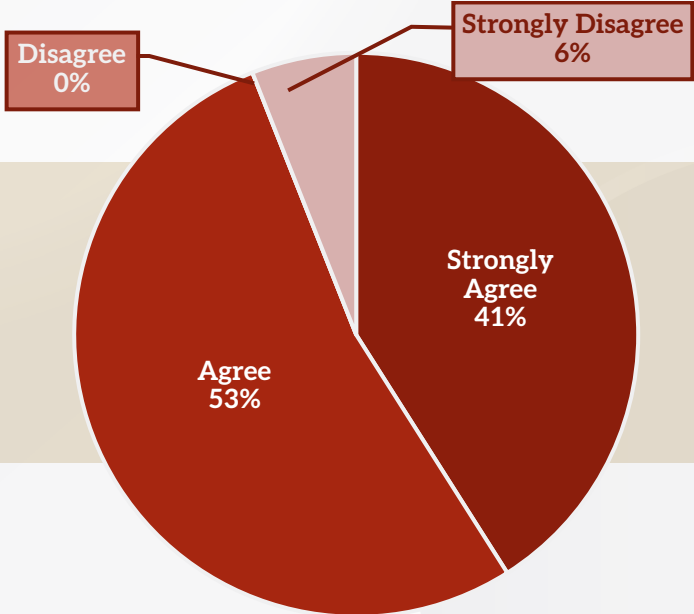
GC Question

It is culturally acceptable for the C-Suite to interact with the board outside of the CEO.



GC Question

The CEO limits C-Suite access to the board.



Board Question

The board is satisfied with C-Suite interaction outside of the CEO/boardroom.

GC-Board Interaction Operating Norms

The findings reveal a consistent pattern: while both boards and General Counsel value early, direct engagement, most GC-board interaction remains episodic rather than institutionalized. Across nearly all interaction types, “occasionally” is the dominant operating norm. Direct meetings with the board outside formal sessions occur occasionally for 54% of General Counsel and 71% of boards. Pre-meeting discussions with key directors show a similar pattern, reported as occasional by 44% of General Counsel and 59% of boards. Early alignment often depends on individual initiative rather than defined process. Access alone does not drive alignment. Strategic influence depends less on availability and more on intentional visibility, role clarity, and disciplined interaction design.

The strongest and most reliable engagement occurs at the committee level. Standing access to committee chairs shows the highest rates of monthly or quarterly interaction, reported by 40% of General Counsel and 59% of boards. Committee leadership therefore serves as the primary conduit for GC influence outside the boardroom.

By contrast, CEO-independent engagement remains limited. Executive sessions without the CEO are reported as never occurring by more than 40% of both groups, constraining candid dialogue on sensitive matters such as conduct, succession, and enterprise risk.

The data also highlights perception gaps around governance process ownership. Boards report more frequent agreement on reporting formats, while 30% of General Counsel indicate that responsibility is not applicable. Similar gaps appear around Corporate Secretary coordination, pointing to visibility issues rather than absence of activity.

Overall, alignment challenges reflect interaction design rather than intent. Clear expectations around cadence, access, and ownership would materially strengthen GC-board alignment and reduce reactive engagement.

Continued on next page.

GC Question

Please indicate how frequently or consistently each of the following occurs in your role. If the item does not reflect your responsibility, please select “Not Applicable.”

Board Question

Please indicate how frequently or consistently each of the following occurs with your organization’s General Counsel.

GC-Board Interaction Operating Norms, cont'd.

GC Response

Board Response

Interaction	Monthly or More Frequently	Quarterly	Occasionally	Never	Not Applicable
Direct meetings with the board outside formal sessions.	17%	8%	54%	14%	7%
	6%	18%	71%	6%	0%
Standing access to Committee Chairs outside meetings.	27%	13%	35%	9%	16%
	35%	24%	29%	6%	6%
Executive sessions with Directors without the CEO present.	12%	11%	28%	42%	7%
	6%	24%	24%	41%	6%
Pre-meeting discussions ("pre-wires") with key Directors before major agenda items.	21%	13%	44%	16%	6%
	6%	24%	59%	6%	6%
Regular review or agreement of pre-read templates or reporting formats with the board.	15%	18%	8%	29%	30%
	29%	24%	29%	12%	6%
In your capacity as Corporate Secretary, how often do you convene and coordinate the C-Suite around board meetings (e.g. agenda alignment, pre-reads, and briefing sessions)?	15%	39%	16%	11%	19%
	23%	6%	12%	0%	59%
If your CEO serves as Board Chair, how often do you interact with the Lead Director or Non-Executive Chair?	10%	9%	17%	3%	61%
	24%	6%	12%	0%	53%
If your CEO serves as Board Chair, how often would you LIKE to interact with the Lead Director or Non-Executive Chair?	10%	19%	8%	0%	63%
	29%	18%	0%	0%	53%

GC Question

Please indicate how frequently or consistently each of the following occurs in your role. If the item does not reflect your responsibility, please select "Not Applicable."

Board Question

Please indicate how frequently or consistently each of the following occurs with your organization's General Counsel.

Relative Effectiveness of Governance Interaction Practices

The practices that most effectively strengthen GC-board alignment are not the most formal. They are the most relational: early conversations, direct engagement, and clear follow-through.

The analysis shows that alignment improves most through one-on-one, relationship-driven practices rather than structural mechanisms alone. Engagement with committee chairs stands out as the highest-impact practice, with 71% of boards rating it effective or highly effective, compared to 42% of General Counsel. Pre-meeting discussions with key directors also perform strongly, cited as effective by 65% of boards and 55% of General Counsel, reinforcing the value of early dialogue in shaping outcomes and reducing friction.

Boards place particularly high value on post-meeting action summaries, with 82% rating the practice as effective or highly effective, signaling the importance of execution clarity and accountability.

More formal tools, including standardized reporting formats and Board Chair meetings, are helpful but insufficient on their own. Annual GC role charters and executive coaching remain underutilized despite demonstrated board interest.

Overall, the data confirms that alignment is built through interaction, not documentation.

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GC Question

How effective have the following practices been in strengthening alignment between you and the board?

Board Question

How effective are the following practices in strengthening alignment between the board and the General Counsel?

Relative Effectiveness of Governance Interaction Practices, cont'd.

■ GC Response ■ Board Response

Interaction	Highly Effective	Effective	Somewhat Effective	Not Effective	Not Applicable
Regular one-on-one meetings with the Board Chair.	16%	23%	17%	6%	39%
	29%	24%	41%	6%	0%
Regular one-on-one meetings with Committee Chairs.	10%	32%	18%	2%	37%
	35%	24%	29%	6%	6%
Pre-meeting discussions (“pre-wires”) before major board decisions.	17%	38%	18%	3%	24%
	18%	47%	29%	6%	0%
A standardized GC reporting format or board pre-read.	10%	27%	20%	8%	35%
	18%	35%	41%	6%	0%
Post-meeting action summaries with assigned owners and deadlines.	6%	37%	21%	3%	33%
	35%	47%	6%	12%	0%
Annual review or refresh of the GC’s role charter with the board.	3%	1%	9%	8%	70%
	0%	35%	47%	6%	12%
Engagement with an external executive coach.	4%	11%	6%	4%	74%
	18%	12%	35%	24%	12%

GC Question

How effective have the following practices been in strengthening alignment between you and the board?

Board Question

How effective are the following practices in strengthening alignment between the board and the General Counsel?

Clarity and Effectiveness of GC Performance Feedback

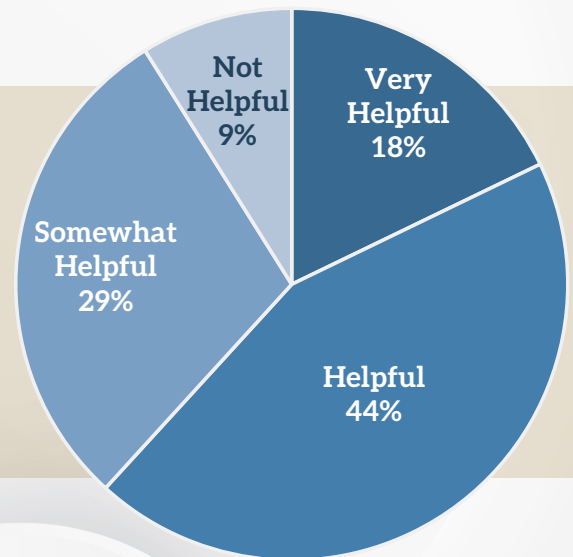
The results indicate partial alignment between board intent and General Counsel experience, with room for greater clarity and consistency. Sixty-two percent of General Counsel find board feedback helpful or very helpful, yet nearly one-third describe feedback as only somewhat helpful and 9% as not helpful. From the board perspective, 59% report that performance expectations are clear or very clear, while a significant 41% acknowledge expectations are somewhat unclear.

Taken together, the data suggests feedback is generally constructive but not sufficiently specific or consistent to drive stronger alignment.

More explicit performance expectations and clearer success criteria would materially improve the effectiveness of board feedback.

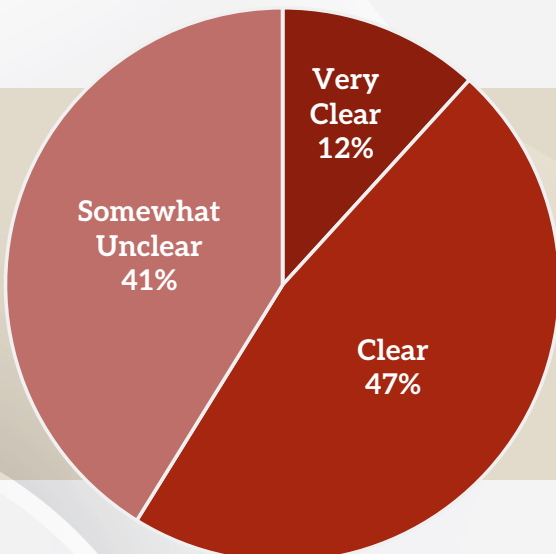
GC Question

When feedback is provided, how helpful is it in improving your effectiveness or alignment with board priorities?



Board Question

How clear are the performance expectations the board communicates to the General Counsel?



Opportunities to Better Align on Expectations

Across responses, General Counsel consistently point to earlier engagement, clearer role definition, and more strategic use of the GC as the greatest opportunities for stronger board alignment. While many respondents report productive relationships, the most frequent misalignment appears not in legal execution, but in risk calibration, strategic involvement, governance boundaries, and communication cadence.

A recurring signal emerges: governance norms often rely on invitation rather than institutionalized General Counsel participation. This places the burden on the General Counsel to exercise judgment, influence, and courage—raising enterprise risks and strategic considerations early while navigating appropriate boundaries with the CEO. When these norms are unclear, engagement becomes reactive, increasing friction during moments of pressure. Early engagement is most effective when General Counsel proactively establish visibility and structured interaction models that enable strategic input before execution pressure sets in.

Notably, board responses emphasize risk anticipation, succession planning, and strategic influence, closely mirroring many themes raised by General Counsel.

Boards and General Counsel are asking for the same improvements, often using nearly identical language. When boards ask how interaction with the General Counsel could improve, the answer is not more legal detail. It is more frequent, more structured, and more forward-looking communication that supports timely, confident decision-making.

Overlapping Themes	GC Perspective	Board Perspective
Early risk engagement	Wants clarity and proactive risk alignment (45%)	Wants GC involved before issues arise (65%)
Strategic involvement	Wants earlier inclusion in strategy formation (55%)	Wants GC influencing business decisions (50%)
Governance role clarity	Sees confusion around oversight vs management (30%)	Expects influence, not board management (40%)
Modern GC role	Feels underutilized strategically (35%)	Expects business + governance insight (40%)

GC Question

Where, if anywhere, do you see the greatest opportunity for you and the board to better align between expectations?

Board Question

Where, if anywhere, do you see the greatest opportunity for the GC to better align with board expectations?

Interactions to Change Top Themes

The written responses reveal strong convergence around interaction design rather than role authority.

From the General Counsel perspective, the most requested change centers on frequency and cadence of interaction, cited by 55% of respondents, followed by direct access to directors and board leadership at 45% and greater one-on-one, informal engagement at 40%. Board respondents echo the call for more frequent, ongoing communication even more strongly, at 75%. Boards also emphasize clearer planning, structure, and agenda discipline, cited by 40%, as a way to improve interaction quality. Together, the findings indicate that both sides seek more consistent, intentional engagement to strengthen alignment and decision-making.

GC Question

If you could change one aspect of how you interact with the board, what would it be and why?

Frequency
and Cadence of
Interaction

55%

Direct Access to
Directors and
Board Leadership

45%

One-on-One
and Informal
Engagement

40%

Board Question

If you could change one aspect of how you interact with the General Counsel, what would it be and why?

More Frequent
and Ongoing
Communication

75%

Clearer
Planning,
Structure,
and Agenda
Discipline

40%

Conclusion

Closing: What the Research Reveals

This study set out to understand how boards and General Counsel define value, align expectations, and interact in practice. Across each research question, a consistent and instructive picture emerged.

Where Does the General Counsel Deliver the Greatest Enterprise Value?

Boards most readily recognize value in governance, litigation, and transactions—areas where risk is visible and outcomes are tangible. General Counsel, however, place greater emphasis on strategy formation and integrated enterprise risk. The gap reflects visibility rather than disagreement, with strategic contributions often occurring earlier and outside formal board settings.

How Important Is the General Counsel's Role in Strategy, Risk, and Governance?

Boards overwhelmingly agree that GC input should shape enterprise strategy, influence material decisions, and be engaged early on high-impact risks. Philosophical alignment is strong. The challenge lies in translating that agreement into consistent operating norms.

How Is General Counsel Time Allocated Relative to Board Expectations?

General Counsel spend significant time on operational and execution-heavy work, even as boards place highest value on strategy and enterprise risk. Capacity, not priority, limits strategic impact. Reallocation and delegation represent the clearest opportunity to unlock value.

How Frequently and Effectively Do Boards and General Counsel Interact?

Interaction outside formal meetings occurs, but largely on an “occasional” basis. Committee chair engagement is the strongest and most consistent channel, while CEO-independent access and executive sessions remain limited. Alignment often depends on individual initiative rather than institutional design.

Continued on next page.

Conclusion, cont'd.

Which Practices Most Strengthen Alignment?

Direct, relationship-based practices outperform formal mechanisms. One-on-one engagement with committee chairs, pre-meeting discussions, and clear post-meeting follow-through are the most effective alignment drivers. Structure supports alignment, but interaction creates it.

Taken together, the findings point to a clear conclusion. Boards and General Counsel are aligned on outcomes, but governance operating models have not kept pace with the expanded scope of the General Counsel role. Modernizing how interaction, access, and capacity are designed represents the greatest opportunity to strengthen enterprise governance and decision-making.

What Modernized Governance Norms Look Like in Practice

The research points to a clear opportunity to modernize governance interaction models to reflect the expanded scope of the General Counsel role. Effective models consistently include:

- Explicit expectations that GC input shapes strategy before board materials are finalized
- Normalized, recurring interaction with Committee Chairs and Lead Directors
- Clear CEO–GC alignment on when and how the GC may engage directors directly
- Visible GC ownership within enterprise risk management, M&A documentation, and strategic disclosures
- Use of the Corporate Secretary role to shape agenda flow, executive exposure, and risk framing

These norms do not dilute CEO authority. They strengthen enterprise decision-making by ensuring risk, governance, and legal judgment are integrated early and visibly.

The findings confirm that alignment challenges are structural, not cultural.

Boards and General Counsel want the same outcomes, but many governance models still depend on passive access rather than active leadership.

General Counsel who intentionally modernize interaction norms—through early engagement, disciplined visibility, and trusted relationships with the CEO, Lead Director, and committee chairs—are best positioned to deliver sustained enterprise value.

Elevate Your Leadership. Empower Your Team. Expand Your Impact.

BarkerGilmore empowers in-house legal and compliance leaders to reach their full potential through confidential, one-on-one coaching and advising. Our coaches have sat in your chair, navigated the same challenges, and understand what it takes to lead with influence and confidence at the highest levels. Each engagement is fully tailored, rooted in discretion, and proven to deliver results, reflected in exceptional client feedback and a 90% renewal rate.

About BarkerGilmore

Trusted Partner to GCs, CEOs, CHROs, and Boards

For more than 20 years, BarkerGilmore has specialized in in-house legal and compliance executive search and confidential leadership support. Our distinguished team brings together renowned former General Counsel with experienced executive search consultants, creating a depth of insight and perspective that sets the firm apart.

To learn how BarkerGilmore can help take your team to the next level, [contact us today](#) for a complimentary consultation.