



*Ten Practical Tips for New
General Counsel*



Begin With the End in Mind

- ◀ New General Counsel face very short ramp-up periods, potentially reduced resources, and high stakes and expectations.
- ◀ In order to lay the groundwork for personal and departmental success, it is imperative to quickly assess the strengths, weaknesses, and expectations of the department in four major areas: team, clients, resources, and processes.
- ◀ Planning to achieve a desired future state is essential for success.

10 Practical Tips

Factor the practical tips below when establishing your plan

- 1 • Establish a 90-Day Plan
- 2 • Get to Know Your Team of Resources, Both Internal and External
- 3 • Get to Know Your Clients
- 4 • Evaluate All Aspects of the Legal Department's Service Delivery Model
- 5 • Develop an Understanding of How Work is Allocated Inside/Outside Department
- 6 • Understand the Legal Department's Operating Model, Processes, and Technologies
- 7 • Assess the Management of Legal Spend
- 8 • Assess the Department's Leadership Capabilities
- 9 • Assess the Measurement and Reporting Capabilities of the Legal Department
- 10 • Clearly Articulate Your Vision for the Legal Department and Your Expectations

TIP 1: Establish a 90-Day Plan

- ◀ A plan for your first 90 days as General Counsel is essential so you may maximize your time and gain the most useful information.
- ◀ Without a plan, you will find yourself in “triage” mode and lose sight of your strategic objectives.
- ◀ What to include in your 90-day plan will depend on your company, your department, and your prior connection with the organization but should include most, if not all, of the following 9 tips.
- ◀ You can do quite a bit of planning before your first day.

Understand the Parts to Maximize Success

All the below parts need to be considered and understood when looking to maximize success.



TIP 2: Get to Know Your Team of Resources

- ◀ Knowing your team contributes to open, two-way communication, greater employee engagement, and higher productivity.
- ◀ Good relationships make the change process easier.
- ◀ Schedule meetings with the entire department, including remote locations and staff, not just direct reports.
- ◀ One-on-one meetings, where possible, allow you to obtain the best insights into the department and to articulate your vision – both with internal and external (outside counsel and key vendors) team members.

TIP 3: Get to Know Your Clients

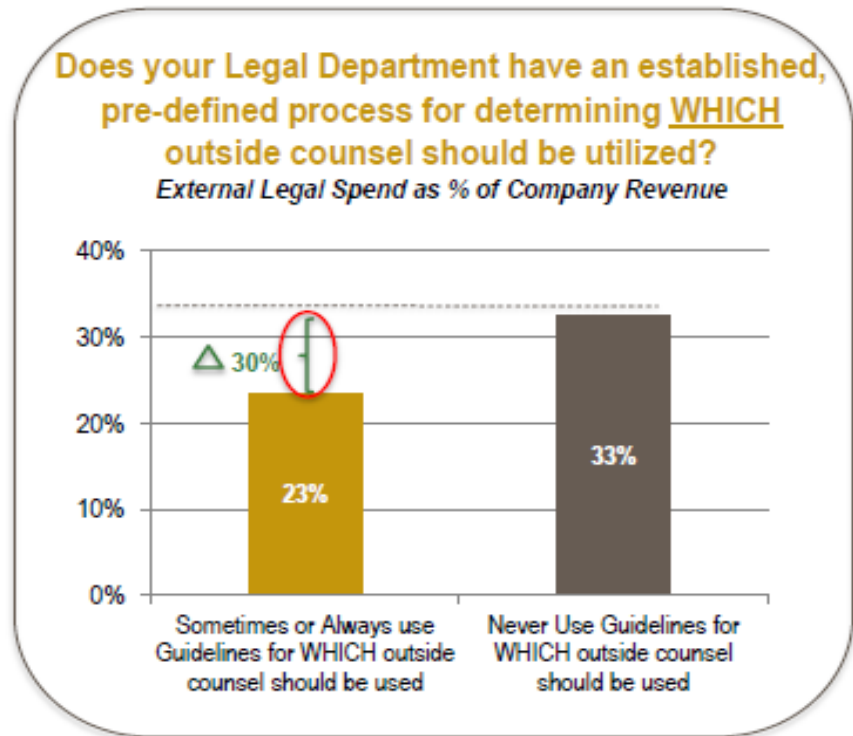
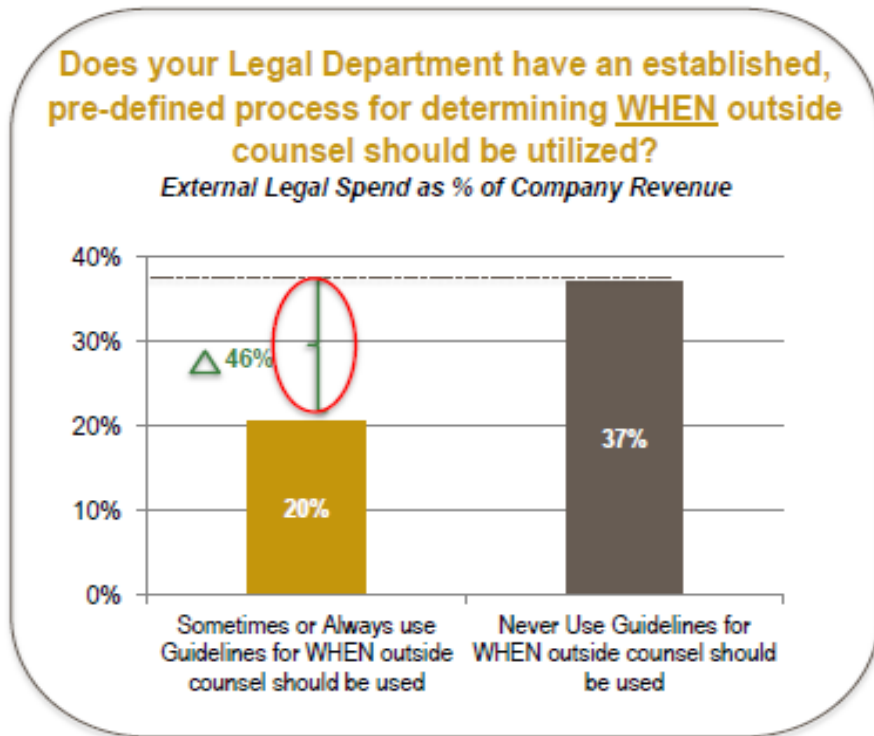
- ◀ Get to know your clients at an organizational and individual level.
- ◀ Organizationally:
 - Understand the company's overall corporate strategy
 - Brand, values, and corporate culture
 - Competitive and business environments
 - Key people and processes
 - Functions of divisions/business units and how they interrelate
 - Expectations for Legal Department and General Counsel
- ◀ Personally:
 - Will establish groundwork for “trusted advisor” relationship

TIP 4: Evaluate the Service Delivery Model

- ◀ Examine the services being provided by your department and make sure they fulfill the clients' needs and are aligned with the corporate strategy.
- ◀ Goal: to provide proactive legal support in the best, most efficient manner to satisfy stakeholders.
- ◀ Evaluate:
 - Internal vs. external work distribution, billing records
 - Clients' perspective of value-add tasks
 - Benchmarks of your department vs. similar legal departments

TIP 4: Evaluate the Service Delivery Model

Legal Departments that establish pre-defined, situation-based, guidelines for *WHEN* outside counsel should be used, and *WHICH* firms, realize on average, 31% - 46% lower external legal spend.



TIP 5: Understand Work Allocation

- ◀ Who is doing particular work and why?
 - What is the expected role of in-house counsel, and what should it be? Is this the right approach?
 - Is the right work being kept in-house and sent outside?
 - For work sent outside, is it being sent to the right outside counsel or other service providers?
 - Are the right level resources doing the work both internally and externally?
- ◀ Goal: develop a plan to allocate work on a proactive basis to the most appropriate resources based on skills, level, effort, cost, and risk.

TIP 5: Understand Work Allocation

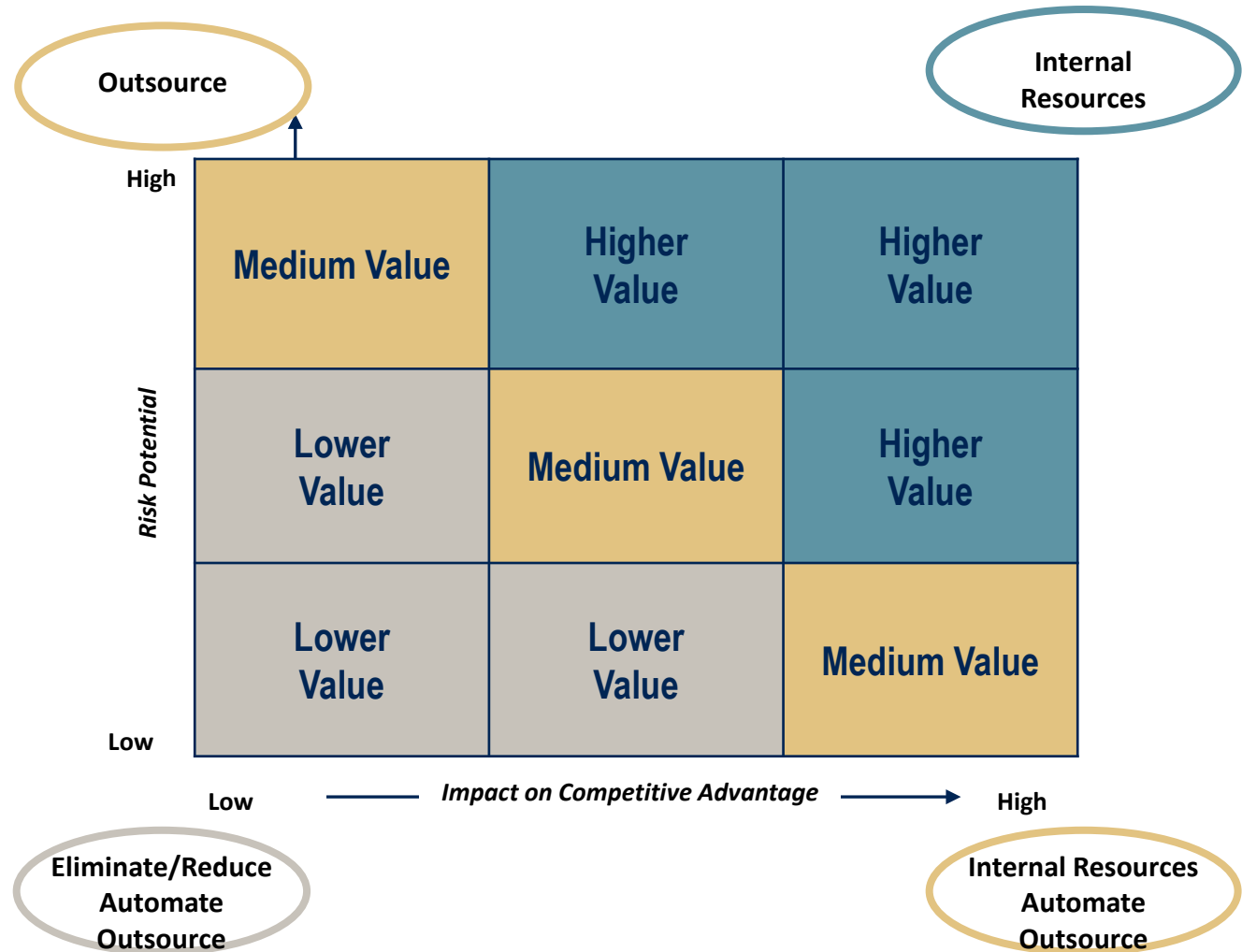
Value is a combination of:

Risk Potential

The extent to which the type of legal work has the potential to negatively impact the company, e.g. financially, regulatory, goodwill, precedent

Impact on Competitive Advantage

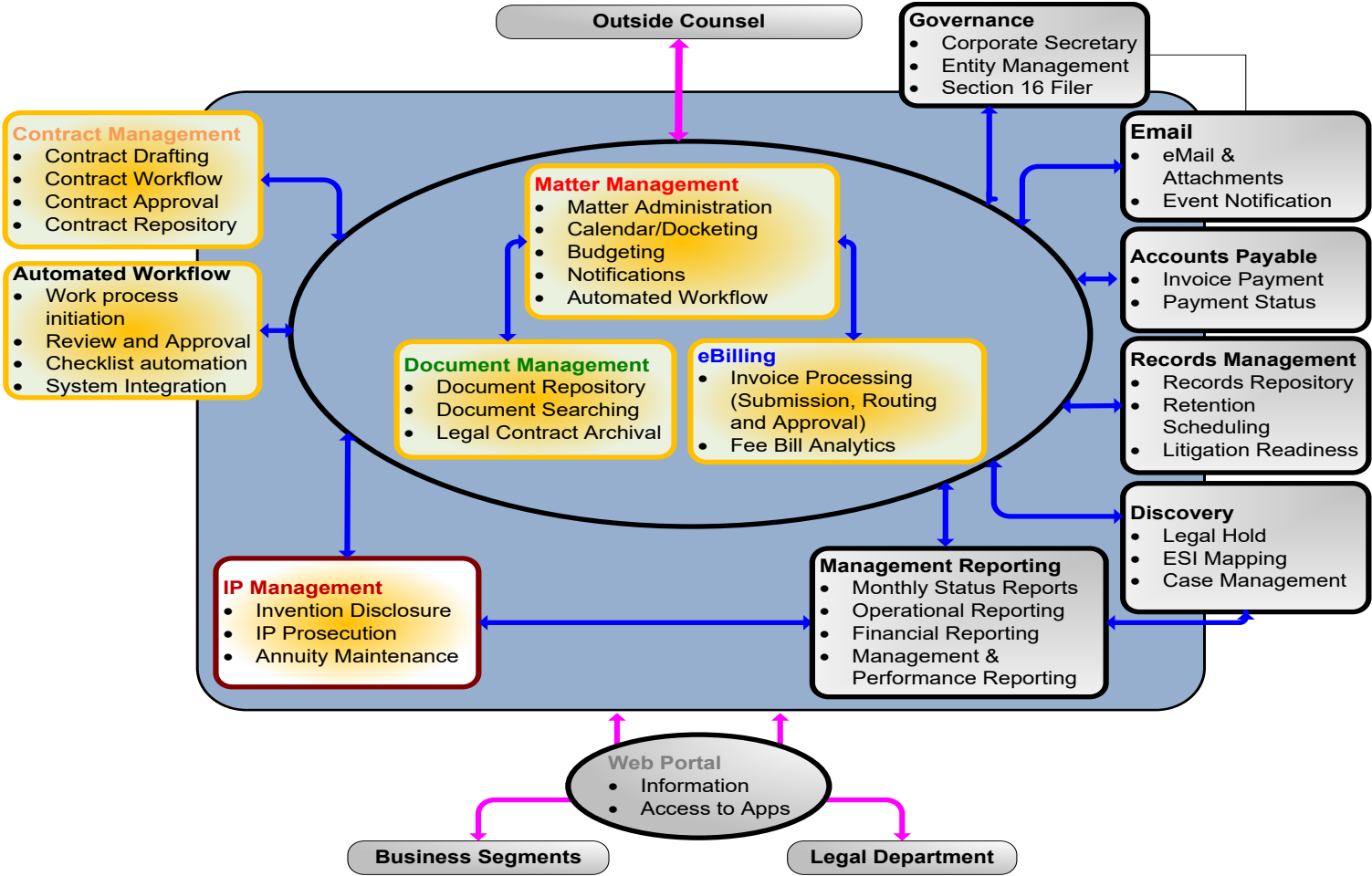
The degree to which the type of legal work drives competitive advantage and supports the corporate strategy



TIP 6: Understand the Operating Model

- ◀ Review process and technology that supports workflow.
 - Standard departmental processes and up-front technology investments can lead to improved efficiency and productivity and contribute to overall budget savings.
- ◀ Common areas of opportunity:
 - E-billing, financial management, send management
 - Discovery management and document review
 - Document and records management
 - Contract and IP management
- ◀ Goal: integrated processes and technology

TIP 6: Understand the Operating Model



TIP 7: Assess Legal Spend

- ◀ Resist the urge to put the budget at the top of 90-day list.
- ◀ Consider legal spend as part of the overall department assessment with a view to long-term cost management.
 - Are we best utilizing our financial resources internally and externally, based on our internal organization and external allocation of work?
 - Is our cost structure appropriately aligned with the value of our work?
 - How does our spending compare with relevant benchmarks?
- ◀ This holistic approach can generate sustainable savings of 15 to 40 percent.

TIP 8: Assess Leadership Capabilities

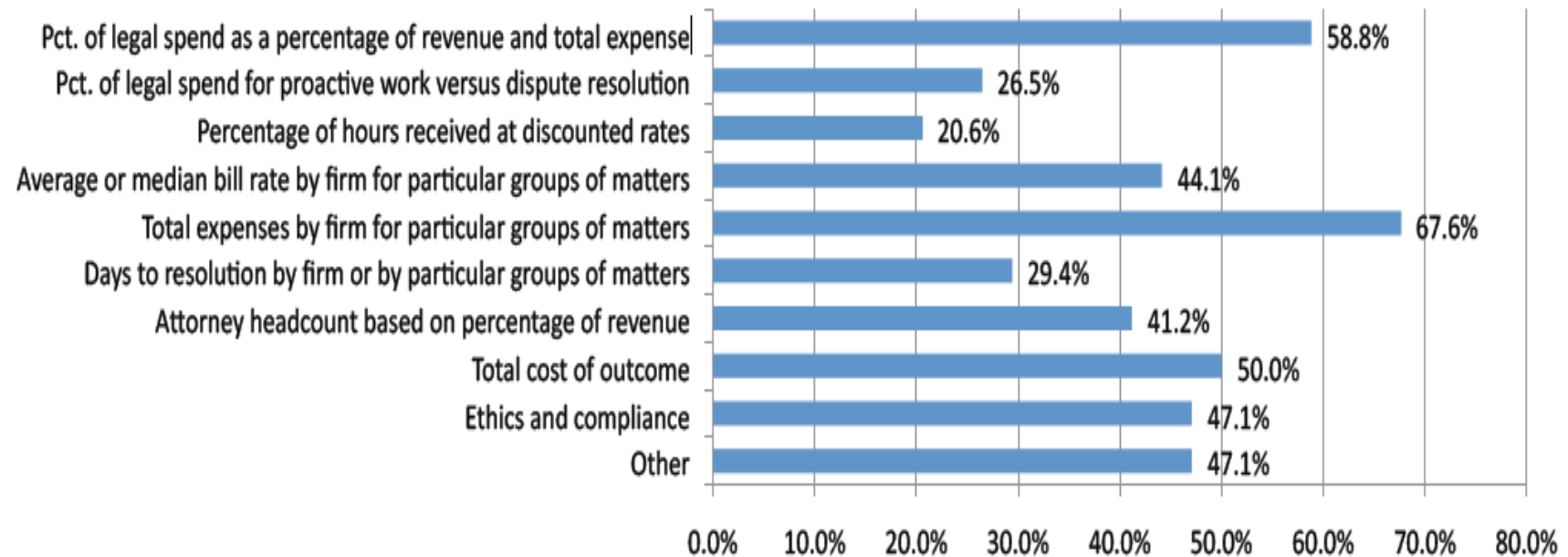
- ◀ Review the composition of your team including the leadership team and future staffing needs.
- ◀ Early assessment of the leadership team allows you to make changes before the structure is too embedded.
- ◀ Implement regular leadership meetings and department meetings.
- ◀ Keep in mind: staff development, employee engagement/satisfaction, team dynamics, and culture.

TIP 9: Assess Measurement/Reporting Capabilities

- ◀ “What gets measured gets managed.”
- ◀ Look at what is currently being measured in the department and what should be measured with a critical eye.
- ◀ Some common areas for measurement include:
 - Budget-to-actual variance reports
 - Average cost by task
 - Average hours per matter by matter type
 - Percent of total outside counsel fees paid to primary firms
 - Average turnaround time for certain contracts
 - Overall client satisfaction ratings

TIP 9: Assess Measurement/Reporting Capabilities

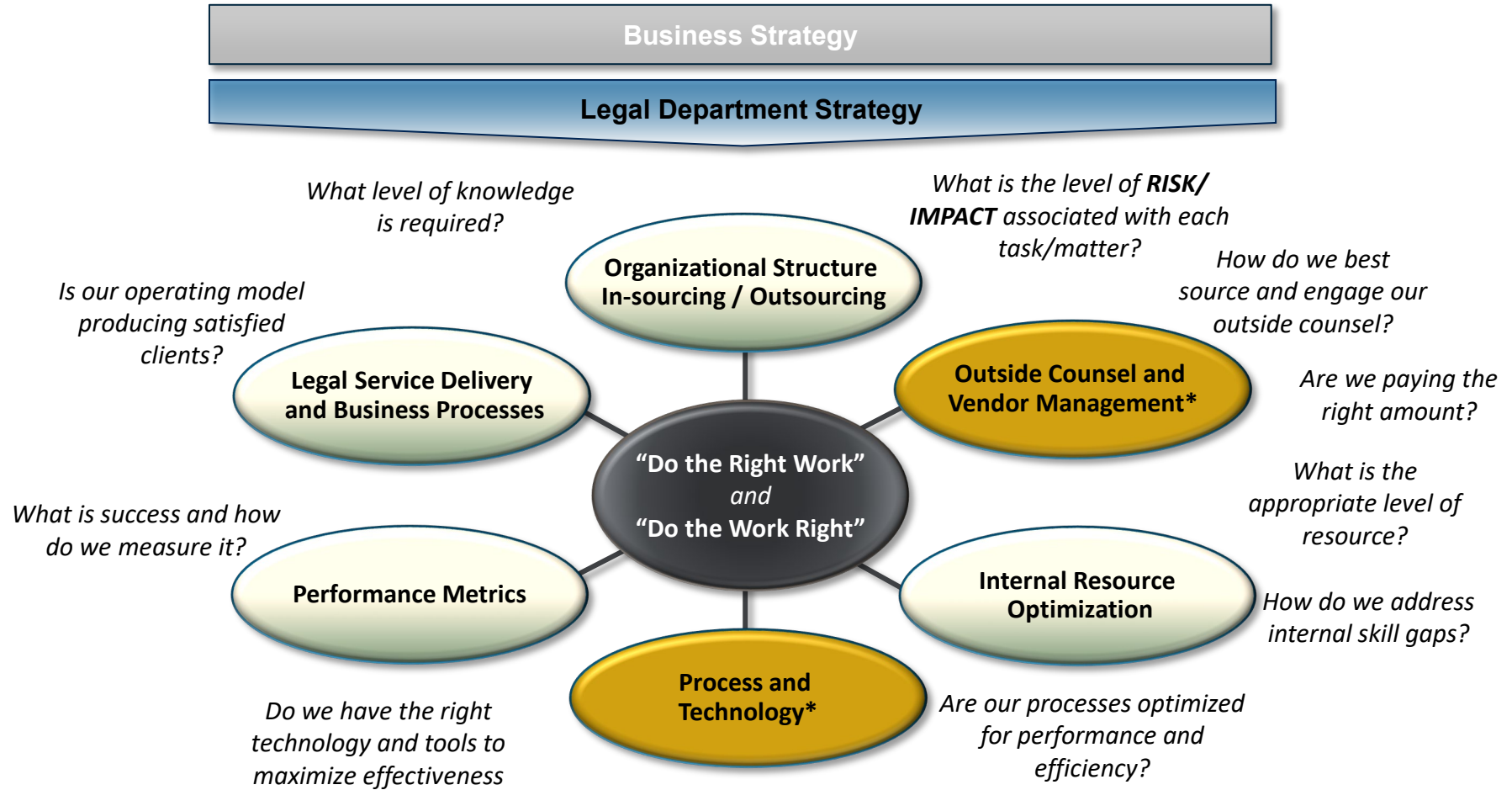
Q34. Which of the following metrics do you track?



TIP 10: Clearly Articulate Your Vision & Expectations

- ◀ Use the information you have learned and analyses you have performed to develop a vision for the legal department: an outline of the department's "future state" and the key steps to achieve it.
- ◀ The vision should come from departmental leadership, but eliciting team input helps ensure buy-in.
- ◀ Make sure team members understand your expectations of them and their role in advancing the vision.

TIP 10: Clearly Articulate Your Vision & Expectations



Three Cornerstones to Success

✓ LEARN

✓ LISTEN

✓ LEAD