THE MONTH

AUGUST/SEPTEMBER 2022

DO YOU HAVE A SUCCESSION PLAN?

YES

Would you say you embrace change?

NO

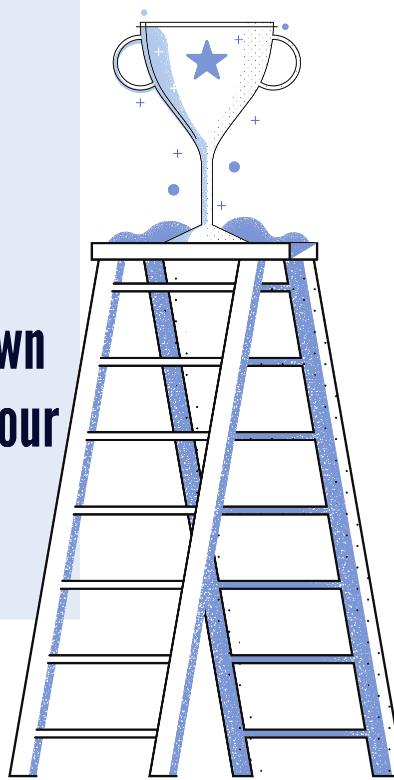
Attend our GLL Members Forum, International in March 2023

YES

Become a GLL Ambassador

NO

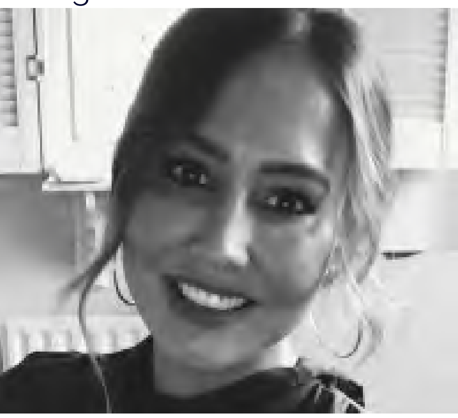
Spend time on your own personal growth with our Mini MBA Program



THE MONTH

A MONTHLY MAGAZINE WITH KEY TAKEAWAYS, HIGHLIGHTS AND CONTENT DRIVEN BY OUR COMMUNITY.

Abigail Harris



Rhiannon Van Ross

Heather Nevitt

Editor's Note

After a summer break, The Month is back and is jam-packed with membership updates, interviews and insights!

For our September edition, we have selected the theme of succession planning. Many of our members have contributed articles which look at topics including, embracing continuous change, successful succession planning, the art of mentoring, and the power and pitfalls of language as a leader.

We are delighted to announce the launch of our GLL Membership Directory! The directory has been designed to ensure you can easily stay connected with your fellow members, whether that is reconnecting with old friends or connecting with those that you had met for the first time at one of our events. If you are yet to complete your profile please contact Elle Jeffs at ejeffs@alm.com

We hope you enjoy this edition of The Month. Please contact Abigail Harris at aharris@alm.com if you would like to be interviewed for our editorial site!

Visit

HTTPS://WWW.LAW.COM/GLOBAL-LEADERS-IN-LAW/

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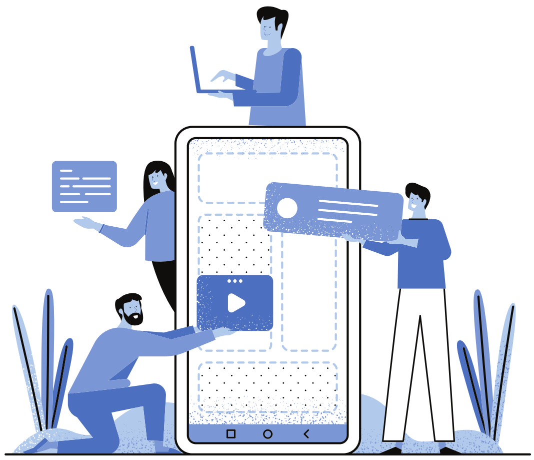

UPDATES

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TOP 5 ARTICLES

SEPTEMBER

DON'T LEAVE THE JUNKY WORK TO SOMEBODY ELSE': A VETERAN LEGAL CHIEF SHARES LEADERSHIP LESSONS

A good legal department leader leads by example, according to Stephen Kim, who said he is committed to helping his team develop and realize their dreams—on a professional and personal level. "My goal is to teach, share and equip them to be the next chief legal officer here or go off and be the chief legal officer or the general counsel of another company," Kim said.

Read the full article here

GLOBAL MAYHEM IMPERILS COMPANIES' ESG EFFORTS

General counsel trying to keep their companies from falling into ESG potholes have plenty to wring their hands over in the United States, from divisive politics over such issues as guns and abortion to increasing regulation of climate change.

Read the full article here

ALLIANZ'S AGCS LEGAL TEAM HAS 'REALIGNED' TO BETTER SERVE THE BUSINESS

"Now, we are the ones picking up the phone and sending emails and asking what we can do for our business partners," said David Zeigler, regional legal team leader and associate GC for Allianz Global Corporate & Specialty.

Read the full article here

MICHAEL SUKENIK, CLO OF BISSELL HOMECARE, ON GROWING YOUR TEAM IN A CHALLENGING TALENT MARKET.

.How to build a cohesive team, and the importance around gaining influence and trust in your organization.

Read the full article here

LEGAL DEPARTMENTS TO WRESTLE WITH COVID SUITS FOR YEARS

"Some employees with mental health conditions who have been working from home for almost two years are overwhelmed with anxiety at the prospect of returning to the office," according to a Fisher and Phillips client briefing.

Read the full article here

EMBRACING CONTINUOUS CHANGE

THE WORLD IS IN CONSTANT FLUX, HOW CAN LEADERS EMBRACE CONTINUOUS CHANGE? HOW DO YOU LOOK FORWARD AS A LEADER AND A BUSINESS WHILE STILL MANAGING CHANGE?

Meredith Williams-Range is the Chief Knowledge & Client Value Officer at Shearman & Sterling, leading the firm's knowledge management, legal project management and other teams that are focused on increasing efficiency and client value through improving access to data and information, streamlining process and technology.

Change is the only constant in the world. As a leader, one must both manage and embrace change. This requires constantly evaluating the team dynamic and strategically implementing change in a way that does not overwhelm the team or disregard the immediate needs of the organization while also providing a space that fosters innovation.

At Shearman & Sterling, we strike a balance between keeping the lights on, building for the future and being purposeful about giving time and space to innovate. We focus on building our teams, managing our portfolio, and organizing our resources with a three (3) tiered approach.

1. Focus on Business Continuity: This area focuses on managing and protecting the current day-to-day operations of the business. Projects and team members update regular software, support real estate and facility's needs, and provide critical cyber and physical security to protect the organization.

2. Focus on the Building a Foundation to sustain the Future: This area focuses the organizations foundational technology, data, processes and people for long-term improvement and sustainability. Projects and team members focus on individual development plans, transition critical technology to the cloud, evaluate high levels of security and governance as well as develop sustainability solutions to support a legal services company of the future.

3. Focus on Blue Sky Innovation: This area provides Shearman & Sterling the opportunity to innovate. It provides us a structured way to think for the long-term future of the profession, challenging the past and the daily norms of today. This helps to develop new ideas that could change the practice and support our clients in different ways. Projects focus on data analytics, efficiency, AI, and collaboration.

We purposefully spend equal parts of time and capital in each of the tiers. By balancing in this way, it gives us the ability to meet the current demands but allows us the time and resources to challenge that day-to-day in new and innovate ways. This allows us to embrace the change but also manage it for a better short- and long-term result.

What are the key lessons you have learned while managing a crisis situation?

Being a leader during times of change can be difficult but not impossible. The regular ebbs and flow of the economy and the world around us can have an impact on the business and employees. But in many cases, you have the time and ability to focus without overwhelming external stressors. However, leading through crisis can create a heightened environment that makes it difficult to harnesses the crisis, the changes it will quickly bring and use them to move the business to unexpected levels.

The past two years have brought constant daily crisis. How does a manager in today's world manage through it? The most successful leaders lean into the qualities of being transparent, deliberate, and nimble.

The nature of crisis brings heightened stress and instability. To overcome both, leaders should be open and transparent to bring assurances when possible. This allows employees and others associated with the company to focus on the daily needs of the organization and meet demands for success.

A leader must also be deliberate and purposeful in decision making using all resources available. At times, this can include recent trend data, past crisis data, people from outside of the industry and more. It is about being open to new resources to help predict what will be the best next steps to guide the organization to a stronger future when the crisis subsides.

Lastly, a leader in crisis must be nimble. Crisis can evolve and look different daily. Being a nimble leader allows you to pivot as needed to achieve desired results. It allows a leader to look at the crisis differently to see what positives can be achieved by leaning into the change the crisis may bring.

THE CHANGING ROLE OF THE GC

Christopher Hurst, GLL Ambassador and Managing Director of Kingsley Green Recruitment, shares his thought and insights on the changing role of the GC.

GLL: What are the current buzzwords that you are seeing when organisations are looking to hire a new Chief Legal Officer?

Christopher Hurst: We can see that employers are looking for candidates that are strong across legal governance and compliance and company secretary aligned. Employers are looking for their Chief Legal Officers to have the added value of being business leaders as well as lawyers. But the current buzzwords are ESG, Diversity and Equality. What is striking is the focus on the candidates having a commercial outlook and being a business leader and not just a lawyer!

GLL: How has the role of the GC changed?

Christopher Hurst: I am surprised somewhat that GCs still call themselves lawyers given how far their role has broadened and morphed into a business leader capacity. The role now encompasses HR, Governance and Compliance and also requires that they are nurturers of talent within the business. Their role has also widened to have the ability to be involved in the commercial conversation in the boardroom.

GLL: Are you seeing many GCs take on different roles outside of the legal industry? What is the skill set that is needed to make this transition?

Christopher Hurst: Yes, a few. The candidate's ability to leave behind being 'a lawyer' is key and also requires the candidate to be open to wider capabilities than they were previously expected to deliver. Crossing the Rubicon from the mindset of being a lawyer to being commercially aware is a significant step and requires strong emotional intelligence. Those who have successfully transitioned have a high level of emotional intelligence.

The Power and the Pitfalls of Language

Six and a Half Rules for Lawyers

By Dr Helena Boschi, Psychologist, speaker and educator, specialising in applied neuroscience at work.

Rule 1 KEEP IT SIMPLE

- We respond well to words that are simple, visual and memorable.
- The human brain sees most words (except for 'not' and 'don't).
- Look for a better way to say something – and imagine you are talking to a child.

Rule 2 KEEP IT BRIEF

- Find a concise way of using language, make it easy by packaging the message in easy chunks.
- Repeat the message in different ways, so as to ensure understanding.
- Speak slowly (without switching everyone off!). This helps relax everyone, which then increases ability to listen.

Rule 3 MAKE YOUR WORDS AS CONCRETE AS POSSIBLE

- Give the brain something to work with. The legal world is enmeshed in words and concepts which non-lawyers do not always understand.
- Ask other people for detail to clarify their thinking.
- Frame solutions in a way that shows you are supporting business objectives.

Rule 4 GIVE INFORMATION, NOT INSTRUCTION

- The brain hates being told what to do but it responds well to additional information that will help make a decision.
- Find ways to provide additional detail.
- Answer the 'why'. The brain just needs to understand the reason.
- Give choice. The brain likes to feel in control.

Rule 5 BE SPECIFIC ABOUT THE MESSAGE

- We respond well to words that are simple, visual and memorable.
- The human brain sees most words (except for 'not' and 'don't).
- Reduce jargon and cognitive load (jargon just confuses and clouds our thinking). This is particularly important when working in an international environment.
- Look for a better way to say something – and imagine you are talking to a child.

Rule 6 USE YOUR BUTS PROPERLY

- When we have to give bad news, we should give this first and then use the word 'but' to negate the impact of this negative statement and find something that we know we can do. This lessens the pain of the bad news.

Rule AND A HALF MAKE SMALL CHANGES

- Think carefully about the timing and the wording of any message.
- It is important that tonality is used to convey the right message. A small change in tonality or emphasis can result in a very different meaning!

Key Strategies to Successfully Implement Transformational Change

Tony Cooper is the Chairman of Legal Data Workspace and is an experienced Executive and former Deloitte Partner. Here, Tony shares the key lessons he has learnt throughout his career including key strategies to implement transformation change.

People can often be resistant to change, how do you bring people along on the journey? What do you do if people remain resistant to change?

Tony: Typically, you have 25% of people that are really receptive/excited about the change, 50% of people go along with the change and then 25% of people that are resistant to the change. In the past, I have been very clear about who that 25% are that are resistant to change and proactively had conversations with them. In the conversations, you need to try to understand their point of view, what is causing the resistance and see if you can unblock the issue.

If you can't convince them, then it is up to the individual to decide if they are going to join the journey, or not. At some point, as a leadership team, you will have to make a statement action that explains that if you are on the bus and don't like the direction, but you don't want to get off the bus then we will have to remove you. It's a tough decision to make but it is an important one as people that are not on board with the change will act like dragging anchors that harm the momentum of the program.

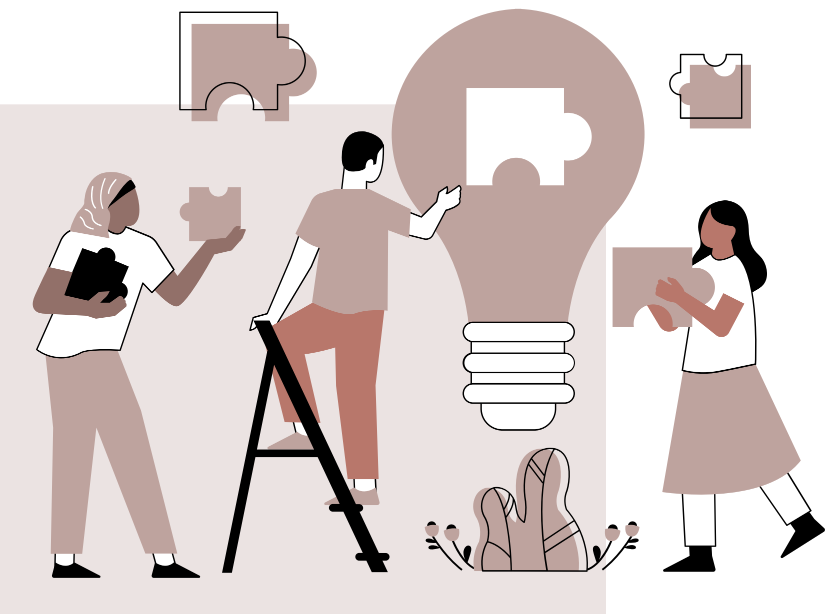
You are an expert on transformational change, what are your top tips for getting the c-suite onside?

Tony: During a transformation change, getting the c-suite on board is the number one thing that you have to get right. If you haven't got the c-suite alignment then you have got a problem before you have even begun. Historically, a lot of transformations have been driven by a pressing need, for example, to cut costs, and sometimes they don't really transform they just do the same with less. In my book, that is not a particularly inspiring transformation. Transformation should really involve doing things differently and better. So, you have to create an exciting vision and you need to involve the C-suite in that from the outset.

People don't always like change, even at the c-suite. So I think you've got to engage them in that journey to set the vision and line of communication. Outline why you are carrying out the transformation, what is the rationale, what are the benefits and how will people feel on the other side of the transformation.

How do you create a purpose for a team?

Tony: Purpose comes back to the breakdown of the overall vision of the organization, or the function. You need to establish a high-level vision so that you can clearly articulate it to the wider organization. You have to make the purpose personal and meaningful to the various teams. To help establish a clear purpose it can be really helpful to actively encourage collaboration by taking leaders from various different functions; it helps to break down silos. It allows individuals to see the consequences of their actions further downstream. However, you need to ensure that you regularly bring the multi-disciplinary teams together regularly to review and progress.



As a leader, how do you carve out the time for big-picture thinking?

Tony: I do two things. First, I add 'thinking time' to my diary even if it is 30 minutes. Second, I find that my brain doesn't switch off after work. I find that sometimes the best connections are made when I am walking or driving; I like to think of it as processing offline.

What would you say are the key leadership lessons that you have learned?

Tony: Mentoring, both up and down can be super powerful for leaders. One of the big jobs of the leader is to create the leaders of tomorrow. To achieve this you have to invest time in people. My second lesson learnt is that you need to recognize as a leader that you don't need to know all the answers. The leader needs to build a successful team to find the answers.

Embracing Continuous Change:

Digital Transformation

Q&A with TLS Director of Business Development Anna Nicola and General Counsel at Pixel United Rohan Paramesh

ANNA NICOLA

ROHAN PARAMESH

Albert Einstein said that intellectual growth should start at birth and cease only at death. Embracing change is part of growth and involves taking risks, feeding your creativity, and continuously learning. This is what General Counsel at Pixel United Rohan Paramesh and TLS Business Director Anna Nicola explored in this Q&A.

Payphone or the latest iOS: What would you choose?

Ah, good question! I am probably BlackBerry's last diehard customer, with them to the bitter end. Switched to Android in the end but we can say that, by heritage, I'm more old-school than anything when it comes to phones.

You are eight months into this new adventure as a GC at Pixel United but used to operating in fast-paced, tech-driven environments. You also never steered away from growing teams and managing multi-jurisdictional transactions. What is the 'constant K' that you've been holding on to in your professional life?

I strongly believe that it is important for in-house lawyers to actively seek out opportunities to understand the perspectives of all stakeholders in the business. Being an active listener and showing genuine interest in other areas of the business with proactivity is key to growth. As a GC, you and your team often need to let go of the lawyer in you, attend meetings or calls with other business units, hone your creativity and be a rounded business contributor! Approaching different stimuli with the right attitude is crucial, and it also feeds into the need for the entire legal division to support the business on its overall journey - to be one seamless unit operating in total harmony.

We can agree that external factors such as geopolitical change, supply-chain issues, Brexit, and immigration - to name a few - are accelerators while change is the norm. Can you explain further?

Absolutely! As a business, once you accept that context and formulate your strategy accordingly, you have a fighting chance.. Yes, the world around us will affect timing and influence, with some unexpected twists and turns along the way, but complete alignment with the strategy is key, requires total buy-in and needs people to be willing to adapt and embrace the changeable nature of the macro environment around us.

Over the last decade, a focal point of debate has been data and tech, where positive change involves technology advancements. As a tech provider, TLS invests in delivering strategic advice on how to deploy sustainable, data-centric solutions for complex, contentious, or transactional matters. How do you approach digital transformation and is that crucial to embrace continuous change?

There are multiple angles from which we can approach this topic. Depending on the type of business and sector you are in, you'd look at technologies to optimise how you organise yourself as a corporation to build capacity for things that matter. But you can also look outwardly to the consumer and see how tech can help your company deliver enhanced user experiences with your products or services. However you look at it, it is important for both customer and employee engagement. As leaders, we invest a lot of time in recruiting, retaining, and building a learning and growth mindset, but we also need to deliver, and technology can help.

The most valuable solution is to leverage tools that empower the legal team with increased capacity to deal with complex matters. Even those who are less interested in the tech itself can and will recognise the value-add if the solution is helping them focus on the work that excites and motivates them the most.

Looking at the legal tech market out there, it is crowded! There are a lot of tools that frankly seem very similar to one another, with many areas of overlap. Whilst each tool does a decent job of trying to sell itself on its differentiation, it is sometimes hard to see that as a customer, especially when many of these tech solutions are built to solve the same problem.

Ultimately, when considering the potential benefits that legal tech can deliver, the most important consideration is how much thought has gone into how the technology in question will support your legal function specifically - and have a meaningful impact. As buyers, we need to have a clear understanding of how the tech and its implementation will align with our particular business objectives. Only the providers that put in the hours, creativity and effort into studying your business and problem succeed in that. The technology itself can often be very impressive in isolation but it doesn't offer a solution to a problem unless this fit has been carefully thought through.

From a tech provider perspective, I strongly agree and firmly believe that the real differentiators are honesty, clarity and scalability. As a business, when looking at introducing tech in your process, you should surround yourself with people that understand not only the issue at hand, but your overall strategic goals and work on how to achieve those together. Would you agree that remaining solution-focused is as important as being relationship-focused?

It's all about how much the third party cares about what your business does, how your legal function operates within the context of the overall business, and how much on that basis they are willing and able to adapt. Honesty goes a lot further than a hard sell. Admitting your solution is not the right one in a particular instance will bring you a step closer to your customer and build even stronger foundations for the future.

Additionally, as a GC, when considering how effective a new tech tool might be, you need the total buy-in from both the legal team as well as the broader business. Decisions need to be strategically led and fully joined-up within the business, otherwise you risk introducing confusion and, ultimately, poor levels of adoption.

Of course, it's the humans behind the technology that truly make the technology itself work, from both the business and provider sides.
There is also a misconception that adopting new technologies automatically equates to needing fewer people in the team. Automation of certain tasks is of course possible and in some cases highly desirable, but I think a legal function can only be truly effective if founded on strong, trustworthy relationships with the rest of the business. Legal advice will be most effectively delivered on the basis of these important relationships, which need to be carefully built and fostered over time and truly make an enormous difference. Technology can help to supplement and enhance the delivery, but not the other way around.

There are loads of articles discussing how, where, and when legal technology fits continuous change. And it seems you have two forces: one being our drive as humans towards novelty, and the second is striving to have something more powerful and efficient compared to what you currently hold. But there is also an underlying learning process. Changing something entails introspection - understanding what is valuable - and human skills. There will be times when change is more difficult to embrace, but it is a process. You are educating yourself, the team, the business, and any third parties in the picture. This will allow you to stay focused and work towards the strategy together. To what extent, as a GC, do you need to build a bridge between what the business wants and what the team needs and wants?

I couldn't agree more. But we cannot forget that, from a purely practical standpoint, you need to make sure that the team has not just the willingness, but the capacity and bandwidth to implement something properly. Can we embark on the journey, allocate sufficient internal resource and stay focused on the task? Is now the right time?

Oftentimes, it is when you are the busiest that you are most keen on improving your tech stack, but it is also when you are least likely to be able to implement it.

As a GC, once you have found your solution, you need to ensure it is deployed consistently to avoid fragmentation. Your digital transformation strategy should be fine-tuned and well understood across the business, with complete buy-in from all key stankeholders.

An essential question for leaders is: to what extent have you truly understood the needs of the business and the consequential impacts on your team? Is the team fully bought into the solution and will they find champions for it throughout the business? Once you found an answer to those questions, you will be better positioned to navigate unexpected change, as well as the technology solutions which will help you deal with those twists and turns as effectively as possible.

TELL US ABOUT A MENTORING SCHEME WITHIN YOUR ORGANISATION, WHAT WORKED AND WHAT DIDN'T?

LATHROP GPM

Lathrop GPM's Diverse Attorney Sponsorship Program matches high-potential diverse attorneys with senior partners who are leaders within the firm to improve the retention, professional development, and advancement of individuals who are traditionally underrepresented in the Am Law 200.

Program participants include diverse associates or counsel attorneys who are members of the firm's Diverse Professionals Network or LGBTQ+ associates or counsel who are members of the firm's LGBTQ+ Allies Inclusion Network. Participants are matched with Sponsors (mentors), senior partners who are well-respected leaders within the firm and who have a great deal of experience and influence within the firm.

Sponsors help protégés obtain the substantive legal skills required to advance, improve business generation and to meet or exceed billable hour requirements by either giving them work or finding someone who can. They also assist the participant in obtaining leadership positions inside and outside of the firm.

This program addresses business and professional development needs that are unique to underrepresented attorneys who may not be connected to traditional networks or business development opportunities. The first cohort included three participants and their corresponding executive level sponsors. One participant has already been promoted to partner while another is being considered for a partnership promotion later this year.

Embracing change: Is Artificial Intelligence (AI) Ready to Practice Law?

Robin Taylor, Executive Director, Lawyers Without Borders

Thinking about embracing change and succession planning reminded me of a joke: a robot and a lawyer walk into a bar, and the robot says "drinks for everybody to celebrate doing the work of a thousand lawyers in one day." The lawyer smiled and congratulated the robot. When the bartender asked the lawyer if he worried about being put out of business by robots, the lawyer said, "to the contrary -- you see, the robot works for my firm. He is my robot."" I get the billings for a thousand lawyers' time, and the robot gets nothing – no pay, no benefit, days off or holidays – and doesn't need breaks, lunch, or sleep. I can also turn him off. I just keep him happy by taking him out to a bar now and then."

Automation is here, and so is artificial intelligence (AI). While many speculate, there is little agreement on exactly how developing technology will change the practice of law. AI, a term coined by emeritus Stanford Professor John McCarthy in 1955, is defined by him as "the science and engineering of making intelligent machines." Machine Learning, a part of AI, looks at how computer agents can improve their perception, knowledge, thinking, or actions based on experience or data. As law chat-boxes, smart search engines, and new case databases emerge, are lawyers are immune from replacement by machines? Legal work focused on collating and analyzing volumes of data, such as past judicial decisions, including legal opinions are easily handled by automation. But, can advise clients, writing briefs, negotiating deals, and appearing in court also be replaced by technology? Jill Switzer in her post on the Above the Law blog, "Robots Will Never Be as Creative as Lawyers," opines that higher-thinking legal work such as creative storytelling and reacting in real-time to changing circumstances in a trial setting could never be done by robots. But, will this remain the case?

During the COVID-19 pandemic, I reread Studs Terkel's book "Working:

Lawyers Without Borders

People Talk About What They Do All Day and How They Feel About What They Do," which had greatly influenced my views on work when I read it during law school. Written before the widespread availability of computers, cell phones, and email, his compelling oral history of working life in the 1970s, he interviews ordinary citizens, including the bookbinder, the fireman, and the grocery checker. Terkel wrote that Working was "about a search for daily meaning as well as daily bread, for recognition as well as cash, for astonishment rather than torpor; in short for a sort of life rather than a Monday through Friday sort of dying." Flipping back through the powerful interviews, I wondered how technology will continue to change how we work and practice law, and how it might positively or negatively effect access to justice. In the 1970s, a female switchboard operator for Illinois Bell told Terkel presciently noted she would "get to feel just like a machine." Even then, she agreed that a machine could do her job, but added, "It would have to be some machine, though."

Can machines practice law? Lawyers Without Borders, the global not-for-profit where I work, promotes the rule of law and access to justice issues around the world. As we partner with lawyers, judges, and corporations to protect human rights and combat crime, we are seeing AI being integrated into the civil and criminal justice systems in ways expected and unpredictable. As AI technology advances, judges are using tools to aid decision-making, including relying on reports based on algorithms to evaluate the risks of setting bail. The Correctional Offender Management Profiling for Alternative Sanctions, or COMPAS software, is helping predict if a charged person will commit a crime if released from custody. At least one court has found no due process violations, even when the accused nor the court has direct access to the AI software, deemed proprietary by its creator, Northpointe. Park rangers in the Liwonde National Park in Malawi are using EarthRanger software, which provides predictive analytics to help combat wildlife poaching. AI in advanced surveillance systems and combat drones, is being deployed to fight organized crime, extremist groups, and violent insurgencies in parts of Africa. (Brookings Tech Stream, Feb. 2022).

While these tools provide data and improve efficiencies, do we know enough to prevent over-reliance, ward off bias, and protect privacy rights? Courts are starting to look at such questions. In 2014, the Netherlands deployed the "System Risk Indication" (SyRI) software to identify welfare benefits fraud in poorer socioeconomic communities. SyRI analyzes public ally available data on income, house ownership, benefits, address, family relations, debts, water, and energy use, and other factors to determine whether to initiate an investigation. The District Court of the Hague (Rechbank den Haag) held that the fight against social security fraud was crucial, but the use of the SyRI technology violated the European Convention on Human rights on privacy grounds.

There is also a learning curve and a potential need for new jurisprudence. Technology advancements put lawyers in new and unchartered territory, often with the law needing to catch up. The Beta version of OpenAI's "DALL -E" creates images from natural language descriptions. It can also manipulate and rearrange objects in its images. There is also the case of a woman named, Lilly, who has been living with the robot (InMoovator) for one year and is determined to marry it once robot marriage is legalized in France. As Meta's new Metaverse evolves, do we need to think about the potential for crimes in the virtual space? What about bullying? Are there lawyers in the Metaverse? Will lawyers living in the "brick and mortar" have the education and experience to handle these challenges?

As innovation transforms business and legal landscapes, the impacts of AI on the practice of law are starting to be realized. For now, those parts of being a lawyer that requires creativity, flexibility, and emotional intelligence can't be done by machines but we cannot predict future capabilities. Education will also be needed. Riffing for inspiration on the quote by Richard Riley, former US Secretary of Education, we are educating lawyers for work that does not yet exist, using technologies that haven't been invented, so they can handle cases and problems that haven't been defined. While positive change can be transformative, it can also push lawyers out of their comfort zones. As the innovator, Walt Disney, pointed out, "Times and conditions change so rapidly that we must keep our aim constantly focused on the future." If we don't, we'll surely fail.

AS A LEADER OF A GLOBAL COMPANY, HOW WILL YOU NAVIGATE THROUGH CHALLENGES IN A DISRUPTIVE WORLD?

Kalu Chen

Alex Zhang

AlixPartners Disruption Index

The AlixPartners Disruption Index (ADI) is an annual study designed to track the degree of disruption experienced within key industries as well as the impact of specific forces on business. ADI provides global business leaders with a platform to give feedback on the factors and impact of disruption, and AlixPartners can provide input based on our experience in addressing disruption and guiding companies and their leaders to harness the forces of disruption in order to thrive and perpetuate.

The 2022 ADI reveals how business leaders are responding to the new realities of demographics, technological acceleration, deglobalization, and climate change. Where COVID-19 is not ranked highest in executives' biggest concerns in 2022, what does concern them are the disruptive technological, societal, and economic challenges that their businesses must confront in the years ahead.

Disruption has become the theme that companies cannot escape this year. According to the 2022 ADI,

- 72% of CEOs are worried about losing their jobs to disruption
- 94% of executives say their business models must change within the next three years
- 57% of executives worry their company is not adapting fast enough to the pace of change

Challenges for the global economy so far in 2022 and beyond
Equity markets had their worst six months since the financial crisis in the first half of 2022. The S&P 500 fell 20%, and the NASDAQ was down 30%. Bond yields widened, and the financing markets became significantly more constrained.
Commodity and transport prices, which had heralded inflationary spikes and an overheating economy last year, are now at 52-week lows, suggesting shrinking demand and a probable economic slowdown.

In our 17th annual survey of the world's leading restructuring experts – professionals who are most experienced in responding to the downside of economic volatility – 87% expect a recession in the next 12 months, with 1 in 4 expecting it before the end of the calendar year.

There is hope that the impending downturn will be short and mild, but even after the eventual recovery, there are many reasons why future economic growth may lag that of the past decade. Aging populations and shrinking workforces in much of the developed world and China is one key set of factors likely to constrain growth longer term. We are also unlikely to return to a world of zero interest rates and quantitative expansion, which helped propel growth after the financial crisis and through the pandemic. Increasing friction in international trade, finance, and data will also impede future growth.
The Chinese economy, in particular, will be essential to watch. Over the past 20 years, China drove 40% of global economic growth, with the US and Europe contributing about 20%combined. If China enters a period of slower growth, this will prove a significant constraint on the global economy.

Disrupt yourself before others do: key issues faced by the general counsel and/or compliance officer

Emerging compliance issues in China include but are not limited to data regulation, contractual obligations and sanctions enforcement.
The following are measures that can be taken to address the issues above.

Compliance and legal professions should:

- look out for the implementation guidelines and/or judicial interpretations from the authorities in relation to the new data laws, especially for companies that collect, process and transfer personal data and/or data that may be of importance to state interests (e.g., geographic data);
- proactively review and supplement existing compliance programmes to address any blind spots, and adjust business processes and/or infrastructure where necessary;

perform a comprehensive evaluation of operations that may be subject to pandemic disruption and thus heightened government rules. It is important to reassess risks, and then prepare contingency and response protocols, just as for health and safety incident management;

- designate knowledgeable professionals to continuously monitor foreign sanctions updates, as well as local laws and regulations;
- adapt sanctions compliance programmes to reflect counter-sanctions measures – for example, by including on the company's watch list those entities and individuals targeted by China's Ministry of Foreign Affairs; and
- establish and finance training and learning protocols, so that employees are kept up to date and can form an effective part of the "prevent, detect and respond" compliance cycle.

Take control and thrive: how to conduct an investigation and move forward in a disruptive environment

When planning for an investigation and remediation, consider the following:

- **Independence:** When choosing an external consultant for investigation, the consultant’s independence is the primary consideration to ensure the investigators are free from conflict in fact and appearance. The independence of the consultants ensures the investigation is conducted free of undue influence and provides unbiased findings.

- **Experience and industry knowledge:** Experienced investigators, with adequate experience in risk management and industry knowledge, can navigate through the organization efficiently and minimize the interruption to business operations.
- **Incident response group:** The company can set up an incident response group that consists of representatives from relevant business lines and functions (e.g., business, finance, operations, IT, HR, etc.). This group will form a trust circle within the company concerning the subject being investigated, and provide valuable inputs to the investigation process. No information concerning the investigation should go outside this group.
- **Root cause analysis:** While understanding what happened is a core part of an investigation, the investigation should also target the root cause of the incident, not just its symptoms. For example, a transaction processing manual sets out the procedures that a reviewer should follow to escalate any red flags when processing a transaction. A failure to follow the procedure is not necessarily a root cause of a risk incident. Recurring failures in the control process may reveal that the root cause is the reliance on manual processes to analyze unstructured data presented in physical documents, and the manual and complicated review process is prone to a higher rate of errors.
- **Re-imagine processes and controls:** Remedial actions should be designed based on the root causes identified above. Certain remedial actions may take more time and require additional investment. Tactical measures can be implemented to provide an immediate solution to address the risks while the company is working on a long-term solution (e.g., upgrade of IT infrastructure) to address the problem strategically. When designing remedial actions, managers should consider the end-to-end process and think innovatively about how to transform the business process to address the risk effectively and efficiently. An effective control does not automatically mean a sacrifice of customer experience.
- **Risk governance:** Key metrics should be designed for risks and controls to monitor the organization's risk exposure and control effectiveness continuously. The relevant data should be systematically collected, monitored, analyzed and evaluated.

Be biased toward action

Leaning into disruption and continuing to make investments in the future of your business—despite a slowing economic environment--will not be easy. But failure to do so may lead to long-term decline or loss of control over your future.

How severe the current downturn will be, we cannot predict. What you as business leaders can do is to prepare as best you can by protecting against the downside today while also investing in the future that we know is on the other side.

RESILIENT LAWYER, RESILIENT YOU

In 2021, GLL created a report on the importance of resilience and wellness with input from executive coaches, psychotherapists, psychologists, personal trainers and resilience experts. Here, we have highlighted how resilience can help you embrace continuous change.
Read the full report here.

> ***Resilience is the ability to recover from setbacks, adapt well to change and keep going in the face of adversity.***

Sharing ideas about strategy or changes allow others to contribute and give feedback.
It will make the period of change less grueling than if direct reports do not understand it. Diversity of thought and viewpoint will always produce better ideas than one mind alone. Resilience is a core component of any enterprise leaders toolbox. It's been explicitly identified as a skill that leaders especially need in times of crisis and large global changes or upheavals.

Change how we speak about ourselves and our abilities.
The first step is to change our language about ourselves which will help us start to change what we have come to believe to be true. We need to see ourselves as works in progress to be able to embrace continuous change.

Being bold means resilient leaders can be ahead of the curve on adapting to change. Having the ability to be agile and respond, especially when circumstances change, needs to be supported by a bold vision by those who lead the team. Having a vision allied with good communication and strong relationships means leaders can help to bring their teams and their organisations through times of radical change.

FINDING THE VALUE IN CHANGE

ALM INTELLIGENCE

Tomek Jankowski,
Director, ALM Intelligence Pacesetter Research

One of the major findings to arise from the recent Pacesetter Research M&A Services report was that despite the headwinds of 2022, deal pipelines are expected to remain full through this year and well into next, and probably beyond. By most measures, 2022 is not stacking up well to 2021 in terms of M&A deal volume or value. There has been a significant slowdown across the board from Q4 2021 to Q1 2022, and now Q2 2022. Some believe the Q1 and Q2 numbers in 2022 actually reflect a bit of an artificial bump as panicking dealmakers, seeing a market slowdown, rammed deals in mid-process through to get them over the finish line before the bottom really dropped out.

In truth, though, an important contributing factor to the surprisingly positive projections for M&A activity in 2022 and 2023 is that some of the underlying logic driving deals have been changing in recent years. Clients – corporate and private equity alike – have come to realize that static business models cannot compete in 2022, that a successful business needs to more actively manage its core value proposition, and M&A is an important tool in its strategic toolkit.

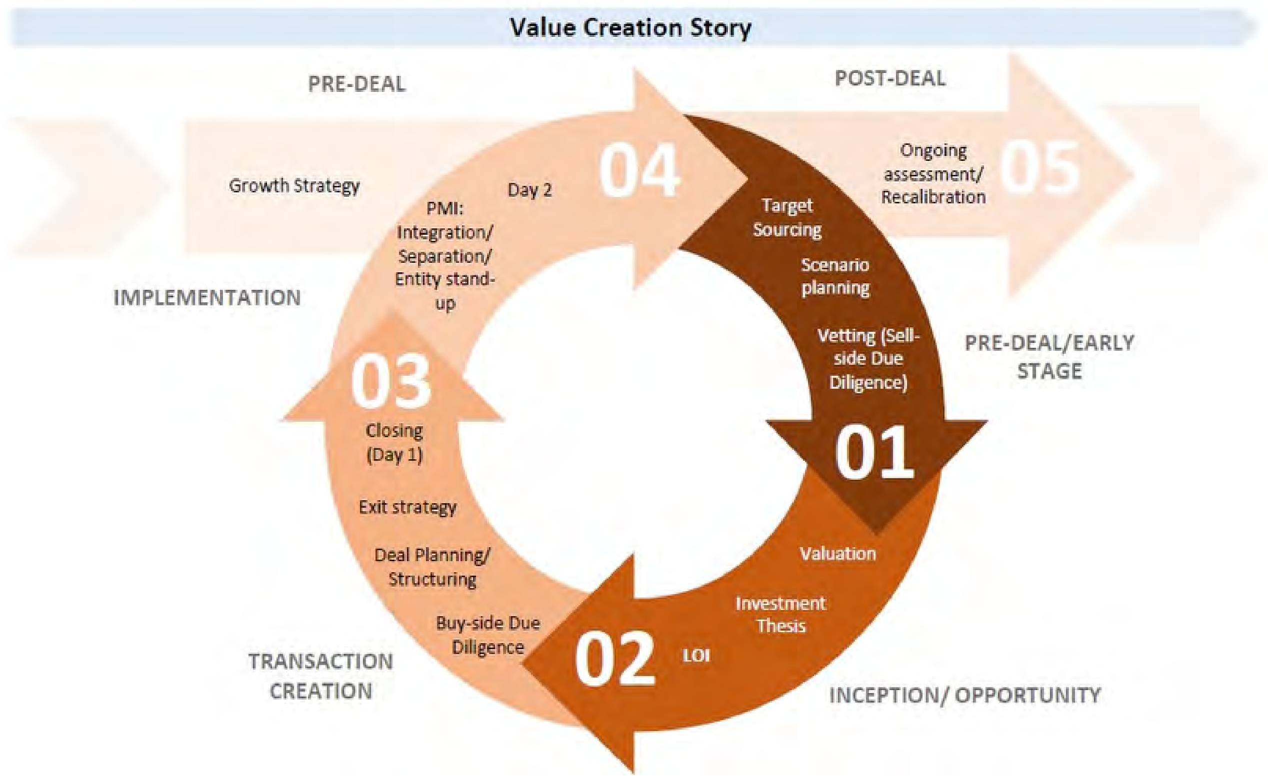
This has some important implications. One is that investors are now more interested in achieving the deal thesis value over an acquired asset's full lifecycle, not just at the signing. This has injected a heightened interest in asset performance management into deal agreements -- again, not just performance metrics on Day One, but six months out, five years out, etc.

See Figure 1.0

A second implication is that a growing number of clients have come to understand the importance of being able to absorb and manage some of the M&A process in-house. This used to mean the traditional corporate development teams doing some preliminary target sourcing up front, then handing off to a corporate finance team who would make the numbers work. Nowadays, however, it's much more: clients realize that in order to have a more active business model, they need to be capable of quickly absorbing and managing change. This has become a big service line in management consulting, helping clients develop what one consulting firm calls the internal "muscle memory" of change management.

Outside of the tech giants, few clients ever expect to be able to fully manage a deal themselves.

Figure 1.0: The M&A Role in the Value Creation Story



Source: Pacesetter Research M&A Services Report, 2022

They do want greater control over managing the impact of a deal on their organization, however, using outside vendors (e.g., law firms, consulting firms, etc.) to fill in the capability gaps: call the experts when needed. This spans compliance, risk management, operations, workforce management, sales, marketing, technology platforms, supply chain management – everything. Internal M&A teams have become the point teams for organizational flexibility and adaptability.

This is all about M&A, of course, and M&A is the most dramatic form of change that (usually) hits organizations, but the in-house M&A team phenomenon is really just part of a broader realization that organizations in general need to be more nimble, at both the meta and the molecular (i.e., individual employee) levels.

Pacesetter Research examines innovation and its impact on B2B markets, and while innovation for its own sake becomes quickly pointless, innovation that has an impact for clients, for employees, for stakeholders, for an organization's partners and community – that's change that moves the world. That's change that moves markets.

This axe swings both ways. Professional services providers helping clients build this kind of flexibility themselves need to be flexible. This has meant for more innovative professional services providers a move (even in M&A!) away from a "one-off" transactional approach to a more partner-style client approach. It means changing the way they engage clients. It sometimes means hiring very different types of professionals, using new billing models, or forging new ecosystem relationships. It means change.

The only constant is the need to help deliver the outcome the client needs. As Sean Connery's character Officer Jim Malone said in The Untouchables, it's only a matter of what you're willing to do to achieve that.

SUCCESSFUL SUCCESSION PLANNING

Son-U Michael Paik
SeAH Holdings Corporation

My younger brother is an HR executive, and he has always advised me that succession planning is Job 1 on Day 1, as dealing with this issue will also help in framing one's own work on an ongoing basis.

Frankly, this is not easy to do, for two reasons: first, we tend to focus on what's in front of us, in terms of To Do's, with ourselves as the star of the show rather than another, and second, once we've "made it" to the "top of the heap", it's hard to let go notwithstanding the availability of other opportunities, since lawyers tend to be risk-averse generally, especially with regard to career decisions as we get older.

Nevertheless, I've tried to address this pro-actively, and yes, I started with identifying a potential successor internally on Day 1, while keeping an open mind as to possible external candidates, as well.

The most important part of this (in my case) was taking time to train the successor, while being cognizant of two issues: 1. the need for gradual and incremental steps rather than quantum leaps and unrealistic expectations, and 2. the "mansplaining problem", as my successor is of a different gender, but also more broadly, in the generational sense, as well.

For this first issue, we addressed long-term career planning and any investments that may be needed in developing capacities and capabilities, and then put into place action plans for execution on those investments. These included training, exposure to a

variety of tasks, especially with regard to leadership challenges and difficult questions, and mentoring. For this last, it sounds more formal than what it is, which is really a sharing of process, problems and worries, which is good for both the mentor and mentee. Basically, we talk through things as colleagues, sharing our thinking and challenging each other.

On the second issue, I'm not sure whether it's really an issue, but I'm afraid it might be, since I spent fifteen years teaching graduate students and I have a tendency to slip into "professor mode" if I'm not careful. This may be perceived as unintended "mansplaining", so I try to be careful to avoid condescension or a patronizing manner.

Regardless of gender, this comes up in the generational context as well, but here again, I think that's really more my problem than theirs. The important part of this is noted very well in the Wikipedia entry on mansplaining, which references author Rebecca Solnit's description of the phenomenon as a combination of "overconfidence and cluelessness" as well as writer Lily Rothman's definition: "explaining without regard to the fact that the explained knows more than the explainer." What it comes down to, then, is listening to the successor as much as, if not more, than explaining or teaching. I haven't quite mastered this, but I have found that it is much more effective, for the both of us. The key here is to make the effort to recognize one's own overconfidence, cluelessness and relative lack of knowledge, before undertaking to explain to the successor something that they may already know better than you do!

In terms of the actual scope of work to address for succession, it's the whole package of tasks, responsibilities and practices, and the goal is to enable one's successor to step into your role seamlessly. Here, the difficulty is, as noted above, enabling the successor as understudy and preparing oneself to move on, whether into retirement or another job, internally or externally.

For me, I've tried to understand my own job as a two-fold process: the first part of the job is actually to prepare my successor, and then, the second part is to find where else I can add value, within or without the organization. Of course, this all occurs while dealing with day-to-day work and responsibilities, but these two meta-processes help to keep me on-track.

This is, of course, exactly what my younger brother in HR explained to me as framing one's own work on an ongoing basis.

Finally, there's the organizational part of this, which also means that job design (yours as well as your successor's) must be pro-active and planned. This means that we don't leave it up to others to define our jobs for us, but that we do this for ourselves.

Developing the Next Generation

By Peter Duff, Chairperson at Shoosmiths

Succession planning is of great importance to many businesses in the corporate world. In the current political climate, with recent changes to government and state, and increasing corporate responsibilities placed upon firms, unanticipated change serves as a reminder to plan for the unexpected.

At Shoosmiths, the task of identifying future leaders and equipping them with the skills and experience they will need to succeed in senior positions, is crucial. We aim to facilitate transitions between junior and senior roles as part of the system and daily operations of the firm.

So, what does succession planning look like at Shoosmiths?

Although not a legal requirement for us as an employer, succession planning is integral to our vision as an evolving and forward-thinking law firm. We use a variety of workshops, programmes, and live training sessions, headed by our Learning and Development team, to help individuals progress to the next stages of their careers.

Engage Programme
Our coaching programmes, masterclasses, and eLearning courses help foster a skilful and maturing workforce at the firm. Programmes such as our biannual Advance Programme, provide managers and those with the responsibility of supervising others, with the tools to lead and manage effectively.

In 2006 the firm launched its Engage Programme for senior leadership, as part of our commitment to targeted development opportunities. This interactive coaching programme equips principal associates and partners with both the mindset and skillset to improve their business leadership, and people management capabilities. Content curated by our Leadership and Development team seeks to enhance participants' self-awareness with reflective questions, and stimulate a renewed focus for given topics such as strategy development. We intend for leaders to come away with refined visions of their unique leadership styles, and with honed skills that will enable them to realise their own potential and potential in others.

Speed Coaching
Following a successful pilot programme, we also now offer 'speed coaching' across our office network. This opportunity is available to all Shoosmiths employees - running alongside focussed coaching resources for senior staff.

Our qualified internal coaches provide individuals with the knowledge and skills needed to flourish in their roles and responsibilities. As the name suggests, speed coaching is a one-off, condensed version of our more extended programmes. Within these 45-minute sessions, coaches work with employees on a chosen topic of interest to enhance understanding, develop thinking, and help employees navigate tasks with a fresh perspective.

Needless to say, learning and development is an essential item on our agenda at Shoosmiths. Our programmes aid the retention of existing skills, whilst enabling individual growth, so that employees are equipped with the right knowledge at the right time.

Succession planning can be difficult to prioritise in the presence of more immediate business needs and corporate responsibilities.

Nevertheless, we are committed to our mission of internal employee development, keeping our learning resources specific, accessible, and under regular review.

Reciprocal Mentoring Programme
In February 2021 Shoosmiths launched its Reciprocal Mentoring Programme. We took the opportunity to innovate during the pandemic so we could best prepare our employees for personnel changes in the days, months, and years ahead.

We designed this programme to engender open and honest communication between junior and senior employees, as a mutually beneficial development tool. Junior colleagues from our employee inclusion networks, had a platform to voice concerns and queries, while accessing the knowledge accrued by more experienced colleagues. Senior employees gained invaluable insight into the challenges of junior peers, to help them steer future decision-making.

This reciprocal flow of ideas has helped foster a culture of diversified perspectives at Shoosmiths, bringing issues of inclusion, diversity, and barriers-to-career-progression into the purview of our senior employees.

We're proud to have held virtual mentoring sessions throughout the first phase of the programme. Despite the threat of Covid-19 as a potential obstacle, this virtual way of connecting enabled cross-office engagement, and the development of relationships that may not otherwise have developed organically. An enduring legacy of the scheme is ongoing relationships between junior and senior participants. Engaged in by our most senior employees, it demonstrates their commitment to continued education and learning to engender a diverse and inclusive culture at the firm.

With phase two of the programme due to launch in January 2023, we are proud to have made an early commitment to a permanent way of working differently, to prepare for the future of our firm - that is, a more diverse management open to different experiences, views, and opinions.

Shoosmiths Shadow Board
Our Shoosmiths Shadow Board, established in June 2022, contributes to our mission of diversified perspectives across the business. Similarly, our involvement this year in internship programmes such as 10,000 Black Interns, reflects our desire to equip a range of young people with the skills necessary for longevity and success in their future careers. Through these initiatives, we have committed to upskilling a wide range of people from groups typically underrepresented in senior leadership, as part of our vision for a confident and competent future of leaders.

Businesses have a huge part to play in the transfer of corporate knowledge across generations. Our commitment to this at Shoosmiths is attested to by the longevity of the firm and quality of service we provide to our clients.

I'm encouraged by what we have achieved since the beginning of the pandemic - from hosting client roundtables on social mobility, and signing the British Property Federation's Net Zero Pledge, to facilitating spaces like SHOUTback for colleagues to celebrate our ESG impacts. Such initiatives have helped us foster healthy relationships between extant and upcoming leaders at the firm and build meaningful connections with our surrounding communities.

The challenge of preparing future generations of leaders, isn't new, yet it is incumbent on businesses to address it. Shoosmiths' commitment to preparing employees for successful and progressing careers, extends across all of our departments. In partnership with our senior management and employee networks, this will be ongoing focus for our firm.

Q&A:

Matthew Wilson
General Counsel, Fremantle

Do you have a succession plan?

I'm building one right now! Having been at Fremantle for a year now it has given me the chance to get to know everyone in the Legal team around the world, have conversations about what people want to do in their careers, do some recruiting and, overall, really invest time to assess the talent that we have. At Uber, I had a very structured succession plan that I would refresh every six months which identified people at every level within the team who I thought would be well placed to take my job in the future.

How do you prepare your successors?

I think the first thing is to know what people's hopes, dreams, fears and aspirations are. From there you can work together on development areas, while making sure you retain the people you want to retain by actively ensuring that the environment you create is one where a good number of their hopes, dreams and aspirations can be realised if possible, and if not, being honest about that.

You then have to be an advocate for those people and actively seek our opportunities for them to develop, build senior level relationships and stretch themselves – whatever level they are at today. It's equally important to do that with junior lawyers with high potential as it is with deputy GCs.

Please tell us about a mentoring scheme within your organisation. What worked and what didn't?

Any mentoring scheme that doesn't allow for the mentor and mentee to make a positive choice about working with each other is doomed to failure, as you end up with rubbish matches.

SUCCESSION PLANNING & MENTORING

Amy Schnee
Head of Legal at Informa

Energetic, vibrant, and magnetic are just a few of the qualities that Head of Legal at Informa Amy Schnee brings to the table, writes TLS Director Anna Nicola after their chat on personal development and mentorship.

1 **What are the steps you think leaders should take to ensure the team embraces a mindset that enables them to remain adaptable, agile, and flexible?**

As a team, we've embraced Informa's belief and ethos that change is a constant in life and business, and that therefore adaptability and agility in thought and action should be an innate quality of every single team member. I have been with the company for 10 years and have witnessed the different nuances of this core concept adopted in time. More recently in the post-pandemic era where hybrid work shifted the parameters and caused us to focus on how we adapt to new ways of working to further the business and the team, we've spent the time considering how best to drive these mindsets and behaviours.

2

Whenever we approach this subject, I think we tend to put people in two distinct boxes: one for the mentor, and the other for the mentee. Shouldn't we change the narrative and promote the idea that we are all learners and teachers?

Absolutely! I started as a paralegal and evolved with the company to now be a Head of Legal within the team. Through this role I have seen the real opportunity to consistently learn from one another, including those in more senior roles learning from more junior colleagues with varying and diverse backgrounds. In my career dedication, passion, and commitment to personal growth were the main ingredients, but I have also had the benefit of people that were very invested in my development to bring me through the ranks.

Bi-weekly conversations with your reports not only have a functional capacity but should be an open forum and viewed as a mentoring opportunity. This is achievable if, as a leader, you are authentic, honest, and not afraid to show your true self. Understanding that exchange with your leaders and peers is both a personal growth development opportunity as well as opportunity to learn to how best to develop the team.

3

I moved to the UK from Italy after finishing my studies. Upon my arrival, I was particularly fascinated by mentorship at work. What has struck you most about mentorship in the workplace?

Mentorship in the workplace can be active or in some instances very passive and it's this latter bucket that I believe there is real opportunity to father the development of team members. There is a growing focus in the workplace on what form mentorship can take and its importance in developing our employees who are both starting out in their careers but also those that are looking to take the next step.

When I look back now, it was natural to ask people for advice on how they achieved their goals, how those goals changed over time, and what's next on their agenda. Often there are times where the most impactful, eye and mind-opening exchange comes from a person in a different profession that shares their time with you without being formally your mentor. For me, it was not so much of a conscious step to be mentored but to really learn from these more passive mentoring opportunities.

Mentorship is a hot topic with employers and employees with a genuine focus on what benefits mentorship can bring them. There is also an increasing trend for reverse and horizontal mentorship which in-house legal teams can really learn to leverage to further develop the capabilities of their own team members.

> **Good mentors are the pillars that can bring you back on track in times of uncertainty.**

4 **Sure, your professional development is the result of hard work, a brilliant mind, and the intelligence in taking advice from the people you trust. Curious – have you ever been given a piece of advice you were skeptical about or did not see the benefits of, until after? Sort of 'Oh – I see it now!' moment?**

At one point in my earlier career, I was offered a secondment to our Swiss office for a role that would have brought more of an intellectual property angle to the more general commercial work I was doing at the time alongside the corporate specialism I was trying to drive. I distinctly remember I could not see the additional value it would bring to my development. Well, one of my mentors at Informa was (and is still) a very persistent person and eventually convinced me to take on the challenge not by selling the role but coaching me to think about the opportunities it might bring me in the future. It was a huge, impactful learning experience that has been a fundamental learning experience. I hate to commit this to writing, but I have to admit he was right!

Good mentors are the pillars that can bring you back on track in times of uncertainty. They are acute observers and can detect when you are a bit lost or confused and they often have the ability to see the bigger picture – the wood from the trees. It's the ability to help you face questions or challenge directions in a manner that you haven't been able to do that really furthers a person's personal growth and allow them to take the more challenging decisions.

> **“ Peer-to-peer mentoring should be strongly encouraged alongside more traditional forms of situational mentorship.**

5 **Mentors within your company can be crucial to your development, but mentorship is a process and has different shapes and nuances. If we think about peer mentoring, we usually see it as suitable for skills training, general support, and advice or goals. Situational mentoring happens when there is a specific project or situation and works on a particular skill set.**

All these different levels of mentorship are incredibly useful. Training can be used to equip the mentors with the necessary and relevant coaching skills, but it is not the sole tool to be used to meet the mentoring needs or mentees. I have seen training used as the answer to solve a team's needs in this area when more tailored coaching would have been a much more effective and powerful tool.

Having the ability to exchange thoughts with your peers, raise questions, and see how they have solved or approached certain matters is another powerful moment of learning opportunity. Similarly, you make sure you stay current and up-to-speed with what is going on in the market outside your pure business remit. Peer-to-peer mentoring should be strongly encouraged alongside more traditional forms of situational mentorship. All these things together are fundamental to provide a strong mentoring ethos and practice within a team.

6 **Reverse mentoring is in-Vogue, whereby senior leaders embrace junior colleague's inputs, from all backgrounds and experiences. It does help slim down generational gaps (at least in part) but can also be fundamental to building genuine awareness of the barriers faced by ethnically and socially diverse employees. Did Informa try that?**

Yes – we did. The process and results are quite interesting in my opinion and I'm pleased to say it's being adopted in wider programme throughout the group. More junior employees from varying backgrounds and disciplines are paired up with senior leaders in the business. It is a humbling experience for all involved that helps you stay grounded and open to learning. On the other, you provide a dedicated, open space to junior colleagues, ensuring their voices are heard on a more senior level. It truly challenges established hierarchical structures and fosters a culture where all experiences, ideas, and backgrounds are understood and leveraged.

7 **I think this is a powerful statement and an impressive story to share. Learning is a process based on knowledge-sharing and knowledge absorption. The learner becomes the teacher and vice versa. It connects different company ranks and probably helps identify areas of improvement and employees to nurture.**

Many companies use mentoring schemes to have a clearer idea of a team's progression and future development. What are your thoughts on the next generation of leaders in your team?

If you're looking at your team in an entirely functional manner, you're never going to find your successor. Everybody can learn the multitude of tasks in a job and also enjoy that. What you want to find is someone that has a real development growth, stretching their mindset and ability on any occasion possible. In succession planning, you identify rising stars or people that have excelled themselves for a multitude of reasons. You then have an obligation to them to ensure that you give them the time, tools, and energy they deserve to progress along this track. It is hard work when juggling the day job but placing value on this process will deliver a stronger, more efficient team for the future.

Of course, there are times when you'll mostly be focused on the functional matters at hand, but you also need to deal with the bigger, longer term picture regularly; ensuring individuals on the team are challenged, and inspired, whilst presented with opportunities to grow. This is one of the reasons why I love what I do and the team I'm doing it with. I found those qualities in the leaders around me who not only believed in me, but gave me their time and opinions, encouraged me to embark on new journeys and depicted the colours of the bigger picture when I could not see them. It is now my obligation as a Head of Legal within the team to do the same for others moving up through the ranks.

SPEAKERS ANNOUNCED FOR OUR

US MINI MBA '23

Tuesday 7 - Friday 10 February 2023

Mihir A. Desai
Professor

Mihir A. Desai is the Mizuho Financial Group Professor of Finance at Harvard Business School and a Professor of Law at Harvard Law School. He received his Ph. D. in political economy from Harvard University; his MBA as a Baker Scholar from Harvard Business School; and a bachelor's degree in history and economics from Brown University. In 1994, he was a Fulbright Scholar to India.

Professor Desai's areas of expertise include tax policy, international finance, and corporate finance. His academic publications have appeared in leading economics, finance, and law journals. His work has emphasized the appropriate design of tax policy in a globalized setting, the links between corporate governance and taxation, and the internal capital markets of multinational firms. His research has been cited in The Economist, BusinessWeek, The New York Times, and several other publications.

Alex Lazarus
Behaviour Change Scientist, Executive Coach, Facilitator and Change Agent

Alex Lazarus, Managing Director, is an Award-Winning Marketer, Leadership and Executive Coach, Facilitator and Change Agent. She completed MSc in Coaching & Behaviour Change from Henley Business School and The University of Cambridge certification for psychological testing. She is also certified in NLP, Lumina Spark | Select | Leader | Sales | Emotion Psychometrics. Prior to working as a coach, Alex held senior management roles including Marketing Director for Walt Disney Company. She credits Richard Branson, her ex-employer, amongst others, for inspiring her to stay curious, human and agile. Since she left the corporate world and took on a mission to launch people – not products – into success, she has worked with thousands of people in the UK and abroad.

Richard Jolly
Adjunct Professor of Management & Organizations

For the past 21 years, Richard has been a Director of the consulting firm, Stokes & Jolly Ltd, with offices in the UK and, recently, the US. He coaches senior leaders; facilitates senior group processes; delivers keynote addresses; runs senior development programs; and works on a diverse set of consulting assignments.
His clients are located in a broad range of geographies and industries, and he has consulted with leading companies in 41 countries. His main focus is working with professional services firms, creative industries, banks and private equity firms on external projects around more effective client relationships and internal projects around strategy, leadership, resilience, organizational change and succession management.

2023

GLL MEMBERS FORUM INTERNATIONAL

Thursday 23 - Saturday 25 March 2023
Villa d'Este, Lake Como, Italy

Join us at the GLL Members Forum 2023, taking place on the shores of Lake Como at the world-famous Villa d’Este surrounded by a wonderful 10-hectare private park.

The GLL Members Forum is unique and is designed to bring together global general counsel from around the world to learn from some of the most inspiring leaders and hone their own leadership skills, whilst having the opportunity to discuss the global issues that face them in their roles today.

We have selected keynotes from various fields to enrich your learning, inspire change and provide you with a different perspective that you can share with your team and the Board. They will comment on and illustrate the global problems that we all face and then you, together, will contemplate the solutions for the modern GC.

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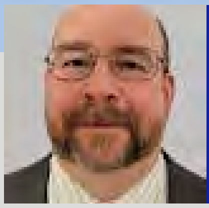
SUCCESSION PLANNING



Tomek Jankowski,
Director, ALM Intelligence
Pacesetter Research

Succession planning is an age-old problem, and yet only relatively recently have organizations begun putting serious thought into it. In medieval Europe, a prince or local ruler might spend years building up the state, the army, or the economy – only to fall in battle or contract some deadly disease. Their death often led to disarray as everything they'd built unraveled. Civil war, opportunistic neighbors seizing territory, merchants and intellectuals fleeing to neighboring states, once-beneficial trade routes re-routing elsewhere, the state's treasury ransacked, competent military and statecraft leaders killed or exiled, disrupted agricultural cycles leading to famine, infrastructure investments neglected or destroyed, etc.

This is why it was so important for medieval rulers to produce heirs, not just to secure their own dynastic legacy but because the state itself may come apart at the seams in the absence of a legally defined successor. That is why kings in Western and Central Europe clung for centuries to 10th-century French Salic Law (Lex Salica) as the ultimate guide for what to do when the ruler dies without an heir. As late as 1837, Salic Law was invoked to justify the ascension of Queen Victoria (a woman) to the British imperial throne when her uncle, King William IV, died with no (male) heir. This is a problem modern republics have solved fairly well – succession. It was a big deal in 1800 when Thomas Jefferson took the oath of office for the presidency in the US, achieving for the first time in American history the first peaceful transfer of power from one political party to another.

The consequences are not quite as dramatic for modern professional services firms like law firms. Nobody rolls out trebuchets or fills the moat with alligators when a managing partner leaves the firm. But the chaos can still be very real and just as damaging in the form of frayed client relationships (leading to distrust), partner infighting, team factionalism, lateral defections, and strategy drift. A poorly timed exit can shake an organization to its core.

The post-World War II era in the West saw an explosion in the birth of family businesses but with the longevity of the Baby Boomer generation, it took until the 2008 economic crisis for succession planning to become recognized as a problem. Consulting and multiservice firms (like the Big Four) took note after 2008 and began incorporating succession management and planning into their offerings, anchoring those services in their family offices and private sector corporate offerings, or linking them to turnaround and restructuring offerings (or the adjacent M&A offerings). Others tied them to leadership development offerings.

The emphasis in succession planning needs to be on the planning. All too often succession planning becomes topical in an organization only when the organization has a succession planning crisis. But it needs to go further than just creating a plan for when the CEO or managing partner suddenly decamps to a beach in Aruba. Succession planning is an opportunity to develop and institutionalize roles, examining in detail the impact each role can have and what the organization needs to do to maintain continuity and hit firm targets.

An interesting recent development (especially with the pandemic) has been the realization that succession planning has value beyond the C-Suite and senior leadership. In the recent M&A Services report by the Pacesetter Research team, Mercer was named a Pacesetter – meaning, a leading innovator – because it had developed an approach to helping clients achieve the full lifecycle value laid out in a deal thesis by focusing on requisite skill sets.

Mercer helps clients identify all the skills (note, not positions or employees, but skills) that will be needed to achieve deal thesis value, and then works with the client to develop a strategy to ensure the client is able to retain those skills over an acquired asset's full lifecycle: through recruiting and retention, upskilling, promotion, incentivization, external sources such as managed services or partnerships, utilization of technology, etc. This approach is applied throughout the client organization, not just at the leadership levels. And part and parcel to Mercer's service is indeed succession planning, at all levels.

In an era when business models are not static but continuously evolving, succession planning is a necessity for both continuity but also, for reassessing roles and ensuring an organization is deriving the maximum benefit from a role, as well as that the people stepping into those roles have the maximum opportunities for their own personal development.

VM WARE LEGAL MENTOR PROGRAM

Several years ago, VMware Legal developed a Mentor Program with the following two goals in mind:

- Provide mentees with a dedicated mentor to help them develop new skills, address challenges, and increase their self-awareness as they navigate the organization and the business.
- Enable mentors to not only support their mentee's development, but also strengthen their own coaching and leadership skills - these skills remain valuable well beyond the duration of the mentor-mentee relationship.

The Mentor Program runs annually and is kicked off with surveys sent to the Legal team to solicit mentors and mentees. Mentees indicate in the survey the areas they would like to focus on during their mentorship. Mentors provide details on how they feel they can help a mentee.

Once the survey feedback has been compiled, we reach out to the managers of the mentees to pair them with mentors.

Once the pairing is complete, a communication is sent to the mentee and mentor announcing their mentorship, which and includes the following list of resources to guide them:

MENTOR TRAININGS

The Role of a Mentor:
A video on how to be a successful mentor.

The Benefits of Mentoring:
A video on the difference between coaching and mentoring.

MENTEE TRAININGS

The Role of a Mentee:
A video on how to be a successful mentee.

Being a Good Mentee:
A video on how to prepare to be a mentee.

ADDITIONAL TIPS

Tips for Great Mentees & Mentors:
An article on getting the most out of being both a mentee and mentor.

They are also provided with the following materials:

- Mentoring Program Guide - This outlines the roles and responsibilities of mentors and mentees.
- Legal Mentor Program Plan – This is a template mentors and mentees can leverage for their discussions.
- Mentor-Mentee Agreement - This is an optional agreement mentors and mentees may enter into regarding the mentoring relationship.

At the conclusion of the annual cycle, a survey is sent to the mentors and mentees to obtain feedback on the Program and any suggestions on how to improve it. The feedback is shared with the LLT and people managers.

We have received very positive feedback regarding the Program, however, there are a couple of areas, outlined below, where we had to pivot and make changes:

The Legal Leadership Team (LLT) (VPs and above) iniially had the responsibility of pairing mentors and mentees. After a year or so, we cascaded the pairing responsibility to the people manager level, as the people managers have a much deeper understanding of the skills, strengths, areas of opportunities for improvement, etc. of their team members.

We originally allowed mentor-mentee pairings renew their mentorship each year, if they mutually agreed to. To give mentees broader guidance, we decided to limit the mentorships to one year. If the mentee wishes to continue in the Program, they will be paired with a new mentor.

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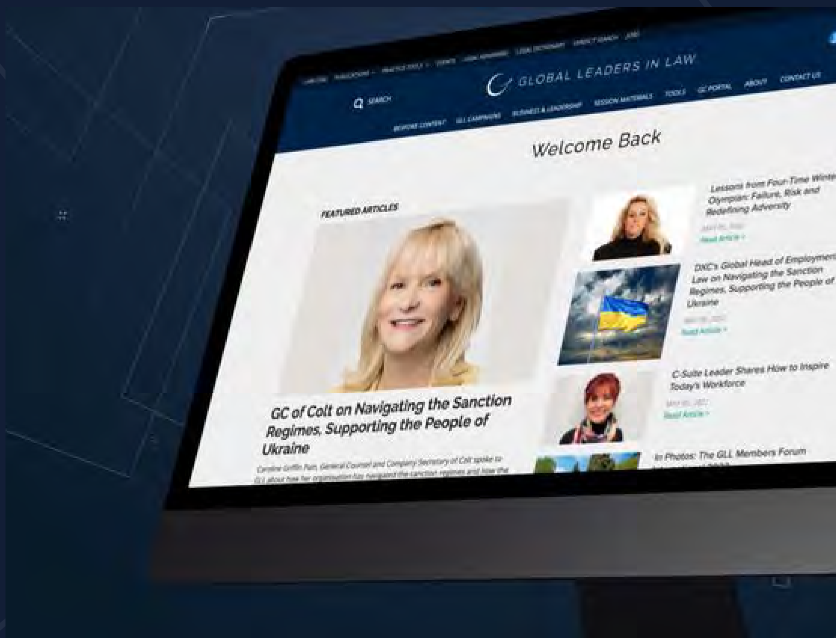

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Upcoming Events 2022

Tuesday 11th October 2022
GLL Women's Day Exchange
The Ned, London
Development for the Senior Female Legal Team

Thursday 13th October 2022
GLL An Evening with Friends
Rosewood Mansion on Turtle Creek, Dallas
Networking for Senior Management Team

Thursday 20th October 2022
GLL An Evening with Friends
Foreign Cinema, San Francisco
Networking for Senior Management Team

Thursday 3rd November 2022
GLL An Evening with Friends
Soho Beach House, Miami
Networking for Senior Management Team

MEET THE TEAM

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THANK YOU

I'll be leaving my position at GLL to pursue my dream career in Counselling. I have absolutely loved my time working with the fantastic GLL team and meeting all of you wonderful members and I have made memories to last a lifetime. Make sure you stay in touch...

https://www.linkedin.com/in/molly-may-watson/