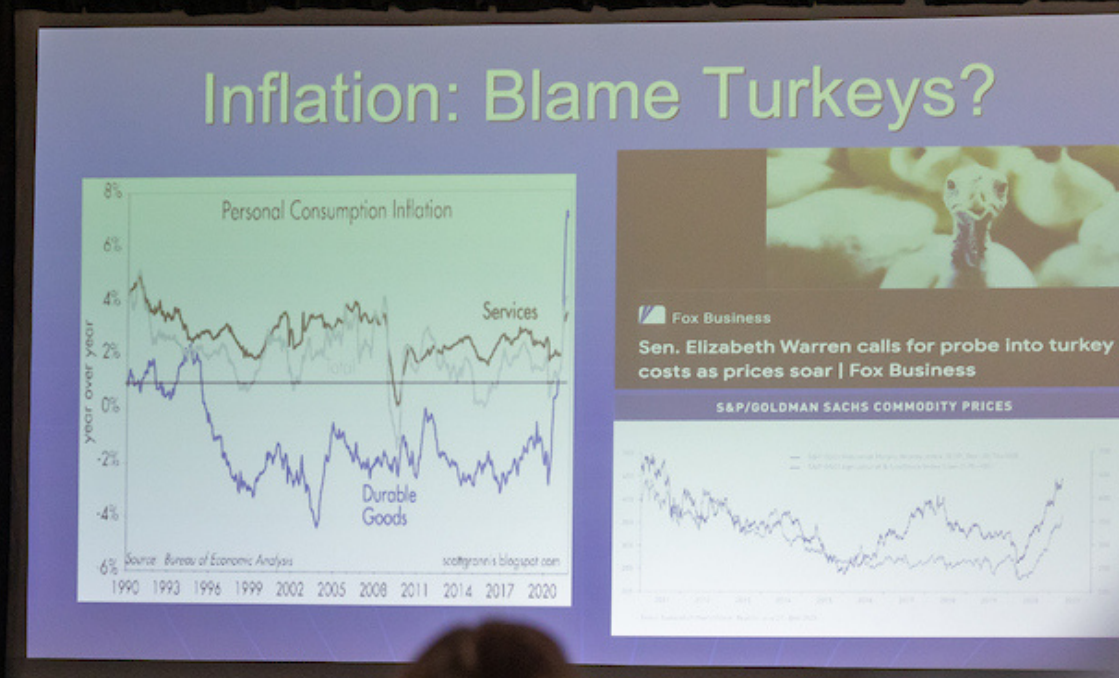


THE MONTH

November / December 2022

Future-Proofing Your Business

Preparing for the future and the challenges on the horizon



A photo of Todd Buchholz, Former White House Director for Economic Policy, speaking at the GLL Members Forums Americas about where companies can look for signs of prosperity.

THE MONTH

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

Editor's Note

For our December edition, we have selected the theme 'Future-proofing Your Business'. As we look towards the new year we asked our members to share how they are preparing for the future and the challenges that they predict will be on the horizon.

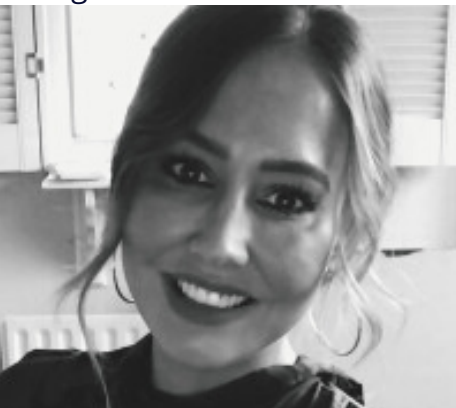
In this issue, we hear from GLL Ambassador Alex Lazarus as she outlines why a leadership mindset matters and shares how you can further develop and hone that mindset. Other article topics include a Q&A with Christopher Hurst, where he explains why ESG is having a big impact on the recruitment world, and an informative article that looks towards 2023 including how General Counsel can plan for turbulent times.

Grab a cup of coffee (and possibly a mince pie) turn off your emails and catch up on the latest insights from your community.

From everyone at Global Leaders in Law, we hope you have a wonderful Christmas and we look forward to seeing you at events in the New Year!



Abigail Harris



Rhiannon Van Ross



Heather Nevitt

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[HTTPS://WWW.LAW.COM/GLOBAL-LEADERS-IN-LAW/](https://www.law.com/global-leaders-in-law/)

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LOOKING BACK AND PLANNING FOR THE FUTURE

Q&A between Anna Nicola, Director at TransPerfect Legal Solutions and Sarah Rosser, General Counsel & Executive Director at Lenovo Solutions and Services Group

With more than 20 years of experience in simplifying complex matters with innovative thinking, Sarah Rosser joined Lenovo during the height of the pandemic with a stimulating yet challenging objective: building a legal team to support the company's service-led strategy.

Yes, I joined Lenovo in April 2020 and worked on a proposal for the creation of the Solution and Services Legal Team, which became a reality one year later after I started building the legal team. It is a global team spread across three continents that supports Lenovo's service-led strategy and the newly formed Lenovo Solutions and Services Group, alongside the rest of the global legal function.



Anna Nicola



Sarah Rosser

Leading business transformation and global teams sounds stimulating but it must come with some serious challenges at different levels, particularly some of the global upheavals in the last couple of years.

We can all agree the pandemic disrupted our lives in ways that none of us had experienced before, and everyone had to adapt to how we approached business challenges.

It was a new experience building a global team when you can't travel or meet people in person but it was perfectly manageable, and whilst I wasn't able to meet any of my team in person before recruiting them, we've created a real team feeling through regular conference calls and one-line team meetings.

Now, two years later, I find myself reflecting on what have we really learned?

The expectation was that there would be massive changes in how we worked and lived, but did the pandemic bring about "Big Bang" changes that disrupted the status quo in the way we thought it would be, even though it was such a huge global event?

There certainly are some changes that we are all evaluating in the post-pandemic world. Such as: How can we resume global travel whilst limiting our carbon footprint? How do we balance the desire for hybrid work and more flexible hours with building teams and returning to offices? All businesses are asking these questions and it's likely we'll still be debating these repercussions and learning from these experiences as we go into 2023.

Do you think we have learned from the social and economic upheavals of the last few years and should therefore feel a bit more prepared to face unpredictable situations?

I think we've learned it's important to accept complexity and uncertainty, and to adapt to these situations as they arise as much as we can.

I remember as a junior lawyer that if there was a companywide change happening, I would try to hypothesise on what was going to happen and how it was going to impact my role. I learned I was never able to predict it! I recall the advice of more senior lawyers, who were coaching me to accept that the only certain thing in an in-house legal team was that there would always be change and they were right.

You can make plans and set priorities, but you must be ready to be flexible and to adapt those plans if the situation changes.

In such times of change and uncertainty, it helps to communicate regularly and as transparently as you can. Everyone manages and processes change differently and it's important to be empathetic and understanding of those differences.

The building of your team and transformation the organisation is undergoing must have an impact on you as a GC and leader. If you need to pick one, what is the biggest accomplishment achieved so far?

I am genuinely gratified by the fact that I now have a global team of services experts whom I can trust and who support the Solution and Services Group, while also sharing their expertise and collaborating with the rest of the global legal function. Supporting the services-led transformation of a global company has meant we've often been introducing different approaches and maybe changing how we may have worked in the past. Whilst this has often been disruptive, by maintaining communication and openly collaborating with the rest of the legal team, we've received incredible support from all of our colleagues in the global legal function. It really has been a team effort.

In the past, one of the best compliments I ever received from a business colleague was to be told my legal team "was the legal team who likes to say yes!". It was the result of us focusing on providing exceptional customer support service and that's what my current team is working towards as well. We are here to help the organisation achieve its goal. The legal team is an integral part of the business and we are here to support and facilitate operational excellence as well as manage risks. Having hired people that mirror that mindset will ensure we keep fostering this idea and culture and live by it.

What will you be focussed on personally in the year ahead?

In 2023, I hope to dedicate more time to balance my health, my home and my work life. I would like to build in more time for thinking, planning and personal reflections. We often forget the benefits of stepping away and reflecting. I remind my team to prioritise personal well-being over work, but I want to lead by example as I suspect it will be much more impactful!

HOW TO DEVELOP A LEADERSHIP MINDSET AND WHY IT MATTERS



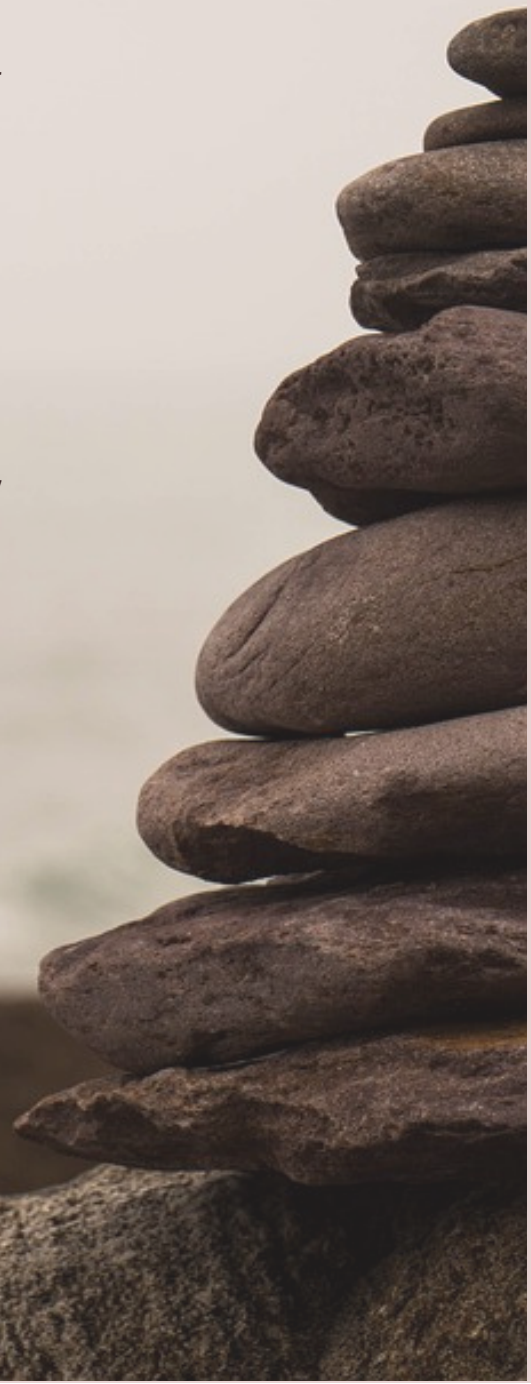
Alex Lazarus, Leadership & Team Coach, Business Psychologist and GLL Ambassador outlines why a leadership mindset matters. She shares three simple steps that help General Counsel develop and reengage with their leadership mindset.

Listening to stories of leaders' triumphs and tribulations, one could mistake their job description for a thick book – a mix of action and adventure, thriller and suspense, fantasy and comedy all in one. Add the global pandemic, AI and the climate crisis and you will find science fiction and a hint of a dystopia there too.

The expectations can sometimes surpass what one person can lift. Despite that, most still get the job done, but there's little time and energy for leaders to look back on their ideas, mindset and beliefs that influence how they show up.

In this article, I will share three simple steps that help leaders develop and reengage with their leadership mindset.

[!\[\]\(5a132f13505a6571904d622757b7a8f0_img.jpg\) Read the full article on the GLL Members site.](#)



What is a mindset?

Mindset is a set of beliefs that shape how we make sense of the world. It determines our thoughts, feelings and behaviours. Beliefs also direct the shortcuts-loving brain to make us notice things that confirm those beliefs. Our mindset is a mission control of what happens next.

What is a leadership mindset? Why it matters?

Henry Ford famously said, "Whether you think you can or you think you can't – you're right". What leaders believe in is the most profound foundation for their impact on others and the world. Unfortunately, unless regularly explored and re-examined, the leadership mindset can morph into operational efficiency mode and tactical reflexivity. While it's helpful in the short term, that's not a leadership mindset, and it is not what leading is about.

"Whether you think you can or you think you can't – you're right."

- Henry Ford

How to develop a leadership mindset?

Leading is about believing in a better future, seeing this future, and describing it to others in a way that they feel compelled to join you and journey there with you. It is not about titles or status. At its purest, at the heart of leadership lies the desire to be the force for good.



Step 1

Your Purpose & Vision

Leaders and teams that know exactly why they exist, how they add value and what the vision ahead looks like are more motivated and resilient, and they demonstrate behaviours that serve, not sever, the path towards that vision.

Leaders and teams that know exactly why they exist, how they add value and what the vision ahead looks like are more motivated and resilient, and they demonstrate behaviours that serve, not sever, the path towards that vision.

Start by diving deeper into what you, individually, and then together as a team believe to be your purpose and vision. Answer the following questions and then craft short, powerful purpose and vision statements that touch your heart and put a spring in your step.

- What purpose do you and your team serve at your organisation?
- What's your overarching goal?
- What are you dreaming and hoping to achieve?
- How will it change things for the better?
- What difference will you create in others' lives?
- How will you feel when you've achieved this?
- What will you say to yourself?
- What will others say to you?



Step 2

Focus

Using purpose and vision as the context, look at both from a strategic viewpoint. What is happening internally and externally that might help or hinder achieving your vision? A simple strategic overview technique such as SWOT (Strengths, Weaknesses, Opportunities, Threats) and PESTLE are a good start.



Step 3

Don't forget to lead

Even the most well-indented leaders forget to lead sometimes because they are many things at once! Most frequent roles we play are the Expert, the Manager, or the Leader role. While they overlap and co-exist within each one of us, each has own edge, mindset and characteristics. See the distinction, below. How much of what you do comes from the Leader-like mindset?

Expert-like Mindset

What's best to do:

- Enjoys and “in the zone” when applying expertise themselves
- Can help others by giving instructions
- Can be seen as a single source of solution
- Can overuse this role when in the spotlight overshadowing others
- Can overuse this role as comfort zone
- Some find this part of their identity hard to let go of

Technical Expertise.

Accuracy.

High Standards.

Hands On.

Manager-like Mindset

How to do it:

- Has expert knowledge, institutional knowledge and time served, but not necessarily the vision
- Organiser, executes the vision from leadership
- Short to medium term horizon
- Puts things together
- Strategic planning but not strategic visioning
- Expectations, deliverables

Task Management.

Process

&

Results Oriented.

Leader-like Mindset

Why we do it:

- Sees bigger picture 5-10 years out
- Sets out to do something new and different
- Positive; moves others towards vision, enthusing, getting buy-in
- Empowers people's greater potential, beyond current task abilities
- Leads people or ideas forward, formally or informally
- Listening skills, coaching, delegating
- Walks the talk, integrity
- Does not always need to be a subject matter expert, confident to be surrounded by others who complement the overall team skillset

People Expertise.

Inspire Team to
Greater Potential.


Motivate.

Reflect

Looking at the current week, where did you spend most of your time? In Expert, Manager or Leader mode?

What do you need to do to be more leader-like?

Commit to one thing you will do more of to nurture your leadership mindset and let me know how you get on!



AN UNCERTAIN YEAR:

WHAT GENERAL COUNSEL CAN PLAN FOR DURING TURBULENT TIMES

By Veeral Gosalia and Al Park, Senior Managing Directors, FTI Consulting

For general counsel, and legal departments more broadly, it's been a demanding year. They have navigated a tight labor market, economic uncertainty, geopolitical challenges and increasing risk stemming from a number of operational, reputational, regulatory, legal and financial factors. In this environment, it's difficult to meet the challenges of the day, let alone plan for new ones on the horizon. Nevertheless, it's critical to take lessons learned from recent challenges and apply them to improve preparedness and resilience.

From an investigations and e-discovery perspective, there are several recent trends that general counsel should be thinking about heading into 2023. For example, emerging data sources, or dynamic data sources, such as cloud-based collaboration platforms, chat applications and cloud-based file sharing tools continue to present challenges. Specifically, how linked content — files that are shared as links rather than as traditional attachments — is causing gaps in data collection and preservation efforts in investigations.

Similarly, many organizations are increasingly relying on data collections from their cloud sources as a way to sidestep collection from hard drives and other traditional sources. We're seeing this cause clients to miss evidence or additional sources of evidentiary value. These developments underscore the importance of both expertise and technology in the investigatory process to ensure thorough and accurate data collections and parse dynamic data in a way that allows for efficient fact finding.



Veeral Gosalia



Al Park

The effect of data on investigations is only one critical aspect in the risk landscape general counsel now face. Stepping back to a broader view, and operational risk, information governance, compliance and environmental, social and governance (“ESG”) issues come into the picture. Data is integral to each of these risk areas and as the data footprint continues to expand, digital risk is becoming the primary driver and concern in corporate risk.

With that backdrop, we recently conducted a roundtable among FTI Consulting experts to understand the top obstacles and learnings from the past year, as well as what they are helping clients brace for. The discussion provides insights that will help general counsel understand what should be on their radar in the year ahead.

Regulatory Changes and Implications

Johnathan Bridbord, Managing Director, Digital Forensics & Investigations:

“I think 2023 will be the year when we see significant convergence between policy, legislation, technology and digital risk. For example, the CHIPS and Science Act of 2022 will boost American semiconductor research, development and production, and similarly will ripen the risk of trade secret theft.

Additionally, the CLOUD Act of 2018 will speed up access by foreign law enforcement to electronically stored information held by U.S.-based global organizations, prompting the need to scale up capabilities to produce data while upholding data privacy obligations.”

[!\[\]\(cbe2492b119e39e02a1dab2af4a4b296_img.jpg\) Read the full article on the GLL Members site.](#)



Why ESG is Having a Big Impact on the In-house Recruitment World

Christopher Hurst, Managing Director of Kingsley Green Recruitment discusses how ESG has impacted the recruitment world, including changing the content of the roles that are available. He also outlines why Chief Legal Officers are great drivers of ESG change and shares strategies to help attract new talent.



Global Leaders in Law: ESG is currently a very hot topic, how has it impacted the recruitment world?

Christopher Hurst: ESG is currently having a big impact in the recruitment world and is changing the content of some of the roles that are becoming available. We are noticing an impact on the requirements from both a candidate's and employers' perspective.

Many employers are noticeably more aware of ESG as they are now seeking candidates whose own personal traits align with the ESG standards.

We are seeing a considerable number of candidates who are actively looking to work for companies that have created standalone ESG roles and who are also incorporating the ethics management of ESG into their current ongoing roles.

This surge in roles that manage the risks associated with and around ESG are proving very popular not only with lawyers but also compliance professionals and, although not exclusive to, they are proving very popular with the younger millennial generation.



GLL: As environmental, social and governance standards become more important to consumers and investors, are companies expecting to see more from their GC?

Christopher: In short yes. General counsels now need to be business partners and need to align and work alongside their companies to set these environmental, social and governance standards. This means that companies are expecting legal counsels to be more than just lawyers and are now looking for a wider skill set from their GC's. We are actively identifying how our candidates, for some clients, can demonstrate qualities that meet ESG standards, ensuring that they have not just the educational skills but also the personality traits that align with these standards and values.



GLL: Why is the general counsel a great c-suite leader to drive ESG within an organization? Are you encouraging your candidates to drive ESG?

Christopher: General counsels are great drivers for ESG change as they are business leaders within their companies, holding strategic positions which provide them with the opportunity to drive ESG standards. They are a bastion of good policy and ethics and can lead change, and this allows them to pioneer and shape ESG policies and standards.

ESG is a hot topic in the market and is becoming more prevalent. We are encouraging our clients and candidates to not only be aware of ESG but also for them to become involved in the management of and creation of environmental, social and governance standards.



GLL: Are in-house teams looking to recruit ESG specialists?

Christopher: Some have raised the question over whether ESG is just a buzzword to attract talent, but most lawyers are seeing that there is a tangibility to ESG and that there is longevity to the ESG framework.

There has been an increase in General Counsels actively recruiting dedicated and specific ESG managers, whilst others are implementing the ethics management of ESG into their job descriptions. We have seen a large proportion of this job description adaptations occurring across the legal and governance function.



GLL: You mentioned that millennials are particularly attracted to ESG and roles that mention that are filled quickly. What specifically is it about ESG that is attracting the younger generations and what advice would you offer GCs that are looking to recruit rising talent?

Christopher: The younger generation is not as fixated on money and job titles, their focus is on the bigger picture and the ethics of the companies that they are joining. This has led to them honing in on things like ESG when searching for new opportunities and is highlighting just how important this criterion is to them when they are considering prospective employers.

The advice to General Counsels for recruiting junior talent is a balance of good pay, a good working environment, and selling strong and flexible culture and values.



GLL: GCs are often referred to as the moral compass of the organization, do you think this is true?

Christopher: Yes, general counsels should be aligned, with their senior management team, as a moral compass but it is not just their sole responsibility and everyone needs to be pulling in the right direction on this.

[!\[\]\(41aea2746216b27a6939d696d8e035da_img.jpg\) Read the full article](#) on the GLL Member site.



Interim Management to Resolve Challenges in China Operations

Since the first COVID cases hit the news, China has taken rigorous measures. Travel restrictions and quarantine requirements have restricted foreign business people from visiting their China operations and complicated expat assignments. At the same time, the local market environment is more challenging, with slowed growth, disruption in the supply chain, and geopolitical uncertainties.

Under these circumstances, we have seen overseas head offices and shareholders facing the following issues in their China operations:



TENSION WITH JV PARTNERS

We've observed tensions between Chinese and international shareholders more frequently than before the pandemic. This sometimes results in delays or even blocked new investments. Root causes are, among others, diverging business interests in the JV operation or cultural misunderstandings. As the Chinese and global markets have all suffered from the pandemic, businesses are not performing as well as before, which exacerbates the tension.



LACKING TRANSPARENCY

Many international shareholders used to communicate primarily with two or three top executives of their China operation. Regular business and financial reporting formats do not always contain sufficient information. Critical information may even be held back.



MISMANAGEMENT

We've also seen cases where the in-country management team fails to provide enough financial transparency or make reliable forecasts. The financials show a significant deviation between budgets and actuals. The returns on investments are unclear or far away from business cases, and operational efficiency doesn't seem to be satisfactory.



IRREGULARITIES

Past incidents may cause head office management concern about the professionalism or ethics of their in-country management team. Or maybe there are signs of potential compliance issues coming from whistleblowers. Overseas head offices could not necessarily perform regular internal audits in the last few years due to travel restrictions, and it is unclear whether the internal control system is still working.¹

OUR EXPERIENCE HAS TAUGHT US FOUR GOLDEN RULES IN DEALING WITH THOSE SITUATIONS.

1 Stay focused and act quickly to achieve tangible changes

Maintaining business operations is a top priority. We use an initial hypothesis/assumption-based approach to remain focused on the key issues instead of a boiling-the-ocean approach, whether it's about e.g., acquiring transparency in specific incidents or facing difficulty in moving a strategic project forwards. Our senior team performs interviews, reviews documents, and digs into financial reports to verify the assumptions based on our local market know-how and experience. As time is usually critical, targeted measures are better than perfect solutions with lengthy analyses. Our clients always rely on our hands-on support to quickly take actions and relief their stress.

2 Safeguard high-value investments first

China often plays a critical role in international companies' global strategy. The market is huge and changing rapidly, requiring companies to constantly make high-value investments in the local supply chain, production facilities, or IT infrastructure. We know well that it's important to pay special attention to those projects and ensure their successful implementation.

3 Communication is key

We've seen many issues originate from misunderstanding or lack of trust. Whether it's about aligning understanding with JV partners or gaining support from the in-country management team to fully implement the global strategy of the overseas shareholders, our clients need us to act as a mediator between the parties to help achieve mutual benefits. In addition, we support our overseas shareholders in building direct communication with other local stakeholders such as financial institutions, customers, or suppliers.

4 Knowledge of local market practices is invaluable

Having unique political and cultural backgrounds, business practices in China differ from western countries. One major issue lies in the transparency of rules and regulations. Our clients often hear from their JV partners saying that "things don't work this way in China." It is, however, hard for them to judge whether or not this is true. Our clients often appreciate hearing our views as an independent advisor with deep knowledge of the local market practice.

[Read the full article on GLL Members site.](#)



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As a leader, what has been your biggest learning from 2022?

Lisa Burton, CEO of Legal Data Workspace, discusses navigating uncertainty by making connections between current challenges and the past. She also outlines why you should consider establishing a Digital Risk Committee and the steps you can take to create one

[Read the full article on the GLL Member Site.](#)

What should be on a GCs radar for 2023?

I believe in the statement: 'It is not the end goal, but the journey' that makes us great leaders. There is always uncertainty, and smart leaders will always move with the times but how do we turn that into reality? To improve the odds of success we must work together. It also helps if together we make connections between current challenges and the past, our journey so far, to help us and others understand the context of today and what's to come. It contributes to drawing the mythical bigger picture. We know we should look for opportunities, as well as seeing the risks, which is basically your competition's weaknesses and strengths. Building the capability to do this means smarter collaboration and being innovative in how you do this.

As data and tech complexity provide the puzzles which all global workforces grapple with, we have seen 2022 being (another) year of ramp up toward an even faster, data driven and technological advanced 2023.

People, therefore, being the glue between all the data and tech and making things happen are an asset that has so much rich prospect, but is very often so hard to manage that corporate departments end up working on department function issues rather than enterprise wide matters. One highly effective way of unlocking the rich asset of people for a GC is to create a Digital Risk Committee – a relatively cost free, effective way of corralling people, their skills and expertise whilst at the same time providing the GC with a 360 degree, holistic view of the business. It works toward providing that context or big picture I mentioned. Most of all, this can be a tool that helps control data and tech including privacy and security – the biggest threat vectors to businesses across brand, financial and share price.

This is a tried and tested solution that I have been recommending to GCs for some time. The feedback makes me very happy because it definitely works. Every GC should have this on their radar for 2023!

So What is a Digital Risk Committee?

As a legal tech designer and leader, I have previously explained my expertise as 'bridging the gap between Legal and IT'. That is because, historically, legal folks never knew the language of IT and IT folks would look on in fear and trepidation if their legal team rocked up in their Server room asking for help in finding data for a legal problem. Knowing other people's worlds and the context of their priorities and sharing yours helps you to get backing for your agenda. 'I have 100,000 global users to look after every day all day, how am I supposed to build the resources and time to extract data for a regulatory probe?' was one CTO's response to the bemused GC who asked for help.

Siloed working' is a phrase I hear often and is a common experience for those working within large corporations. A Digital Risk Committee alleviates siloed working, poorly instructed and therefore expensive third party services. Because it brings together an **internal** multi-disciplinary team of legal, IT, compliance, finance, HR and marketing, the GC can hear the past and envisage the future of the business using multiple pieces of insight.

This is the best part because, let's face it, most problems in the business get thrown at the GC: data privacy issues from a marketing 'push' or 'pull' of public data to gather market intelligence, HR disputes that can turn nasty, third-party management in the form of poor contractual performance, internal and external fraud, AML issues and regulatory investigations, the list goes on.

A Digital Risk Committee brings together experts to proactively manage the broad, complex and scary topics like security and privacy, that every part of the business is immersed in and finds hard to control even with strategic plans in place.

A monthly meeting and a tracked agenda to manage initiatives and risks can really help unlock unseen business potential through this collective 'eye' into the business. Yes, there will be colleagues on the committee that are less supportive and those that will be effervescently passionate, but to my introductory paragraph, it is a perfect opportunity for personal growth and career advancement.

Honestly, try it GC friends, it truly works. Remember, everyone has an agenda and savvy colleagues will see that this is a way they will create capability with you and increase the impact they will have by working with you.



The Month caught up with Yvette Ostolaza who currently serves as Chair of Sidley Austin's Management Committee, is a member of the Firm's Executive Committee, and sits on the Board of Lionsgate Entertainment to discuss what 2023 has in store and her plans for Sidley to disrupt the legal industry.

GLL: As you know, in-house counsel are constantly evaluating the value their outside counsel provide. Sidley made quite a splash in 2022 with your “Built to Lead” Associate Training and Development program. Can you tell us a little bit about how that program is progressing?

YO: We launched the “Built to Lead” program almost a year ago and it has exceeded all of our high expectations in its first year. Through the program, we believe that we are creating the next generation of business-savvy, boardroom-ready, client-focused leaders. In addition to new titles (such as managing associate/senior managing associate) that recognize important career milestones and an associates' expanded responsibilities to clients, the program provides MBA-level executive and leadership training, along with internal executive leadership academies and individual coaching.

Based on feedback from clients and our lawyers, we wanted our associates to better understand our clients, to “speak the language of business,” and to demonstrate superior leadership skills with colleagues and clients. For example, Sidley fifth year associates, attend the Fifth Year Leadership Academy, which includes programs on managing teams, workplace styles, and effective communication. Associates then can take advantage of one-on-one third-party coaching to ensure the implementation of what they have learned.

Sidley's lawyers have embraced the program. It has energized our entire firm, starting with our associates and counsel. Over 400 lawyers have participated in the “Built to Lead” offerings, including programs that earn them executive training certificates at Northwestern University's Kellogg School of Management and Columbia University's Business School. As part of the program, we also recently hosted a Global Executive Leadership Academy for our seventh-year senior managing associates. The group dove head first into topics such as executive credibility, working with boards, and situational leadership.

A few key takeaways that I thought were particularly interesting include:

- The associates were challenged with the concept that leadership is not one size fits all and each worked through exercises to develop their unique leadership voice;
- The instructors deconstructed the decision-making process and asked associates to examine and be aware of how they make decisions;
- The group engaged in giving feedback skill exercises; and
- We used a crisis management case study to show how boards and executives have to react to business decisions that are intertwined with legal issues.

GLL: What did you learn when creating the “Built to Lead” program?

YO: The fundamental premise of “Built to Lead” is Sidley, as a law firm, taking a bigger picture and long-term approach with our lawyers’ careers. Immediately after launching the program we knew we were onto something. The “ah-ha” moment came when we recognized that investments we make for the benefit of our clients coincides, and is consistent with, investing in additional business training for our associates. Of course, we see immediate benefit in morale, client service, and the increased value our lawyers bring to clients.

GLL: From the view atop an almost \$3 Billion law firm with 21 offices, what does 2023 look like?

YO: The conventional wisdom is that many of the global economic headwinds will intensify during 2023. We are making concerted efforts to stay as close to our clients as possible. The global economic climate will certainly affect different geographic regions, businesses, and industries in unpredictable ways.

We have 21 offices globally, including our new Miami office that we opened this year. We have invested in our global platform of practices to be in a position to help our clients through these challenging business situations. For example, we anticipate that the trend of enhanced regulatory scrutiny will continue. Sidley’s global bench includes dozens of regulatory lawyers from virtually every major government regulatory agency. We have the ability to see a problem from a regulator’s point of view which informs our ability to conduct internal reviews.

We also anticipate that a softening economy and an enhanced regulatory environment may accelerate the increase in the crisis situations that businesses are going to have to manage. These are legal and business situations that evolve at warp speed with the potential to significantly impact a company’s value. We have done all the homework here too. Sidley has a multidisciplinary core team of lawyers that work

with our clients to proactively prepare for crisis scenarios, as well as a team that can support clients as they work through real-time crisis situations. Sidley is in a strong position to help clients through these challenges with elite capabilities across our practices, including our global restructuring team.

GLL: What should GCs keep at the front of their mind going into 2023?

YO: I see the role of the in-house lawyer continuing to change as the lines between in-house teams and business teams blur. For in-house counsel, being a good lawyer with a strong command of legal principles will remain critically important. Business acumen, however, is at an all-time premium including communication skills, leadership, and the ability to stay steady during times of rapid change. Legal teams more than ever are managing business people and non-lawyers.

Cybersecurity should also be on everyone’s mind in 2023. In-house legal teams will continue to leverage technology and knowledge management solutions. Successful GCs are becoming well-versed in identifying technology needs and resources and confidently articulating those needs and solutions to key stakeholders, including to their board. We have helped many of our clients get ahead of cyber challenges and continue to invest in this area.

The leadership opportunity for GCs related to ESG will also continue in 2023. This is an area where in-house teams partnering with outside counsel can provide value to an organization. For example, Sidley has worked with clients, and particularly GCs, to conduct materiality assessments, pressure testing, and crisis communication preparedness that the GC can proactively bring to the business leadership team and Board. When done correctly, this represents an opportunity for GCs to blaze a trail and provide incredible value to an organization.

GLL: Thanks so much Yvette. We look forward to seeing you at upcoming GLL events.



Digital Transformation & Digital Services 2022-2023

Tomek Jankowski

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This is not a technology report.

This is a report on how professional services providers are adopting digital technologies and processes internally to improve their service delivery and client experience, while also helping their clients on their digital journey. And it is a journey, not a one-off event. To be digitally enabled is to have access to a world of endless opportunity – and change. Reports on digital transformation all too often center on the latest advanced technologies, and how they’re transforming the world. And they are: advanced data analytics, artificial intelligence, machine learning, IoT, Web3/blockchain, natural language processing (NLP), virtual/augmented reality, the metaverse, etc., are helping remold business models. But in all the discussions we had in preparation for this report with both professional services providers and buyers of professional services, only rarely did technology

come up, and usually tangentially. Instead, we talked about business problems – and how these new digital technologies can play a role in solving these problems.

” To be digitally enabled is to have access to a world of endless opportunity – and change.

As digital transformation expert Erik Brynjolfsson observes, in truth only about 10% of a digital transformation budget typically is spent on technology, with 90% of that cost being absorbed by investments in new business processes, new skills, and culture change. 1

There are three ways professional services providers confront the digital world.



The first is their own digital journey, and what they're doing to engage their clients as effectively and efficiently as possible.



The second is their clients' digital journeys, and the role they play in facilitating that journey.



The third is their clients' customers and those customers' expectations of their experience.

In truth, while the spotlight is on advanced digital technologies, these new technologies are only helping facilitate a fundamental reorientation in the business world from product-centricity to customer-centricity, and a responsiveness to client outcomes and the client experience. This new awareness of the customer experience is the true driver of digital transformation. Technology is not the goal, but an enabler of business goals.

Ever since the 2008 economic crisis, the multiservice and management consulting segments have moved towards business models focused on total business transformation. Digital has migrated from the periphery to the center of their go-to-market strategies, to such an extent that many of these providers compete head-on with technology firms. However, increasingly digital transformation is not delivered by a single practice but instead is diffused throughout their offerings, embedded in specialist areas such as tax, marketing, product development, or industry practices. This is a reflection of a creeping client trend where management of technology is ebbing away from centralized IT departments and into business units.

Technology providers tend to build platforms and wrap consulting services around those, while also counting on longer term maintenance and upgrades for continued client engagement. A handful of technology innovators recognize that culture and process are the weak links in the success of digital transformation initiatives, not technology. Law firms have an immense opportunity in the form of deep relationships with resource-starved in-house legal departments, but – with the exception of some leading innovators – are mostly dropping the ball by focusing their digital efforts on their own cost savings and efficiency gains rather than client outcomes.

The Digital Transformation 2022 report explores how the most innovative professional services providers in 2022 are able to effectively connect the dots between technology, process, and people to deliver outstanding client outcomes.

1. "Mark Cohen Interview with Erik Brynjolfsson." YouTube, uploaded by Digital Legal Exchange, 2021, <https://www.youtube.com/watch?v=2dP5Udcn28c>

**This report is exclusive to GLL Members.
Visit the member portal or contact us to gain access.**

Coming Soon:

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PACESETTER RESEARCH

Reputation Risk Report

The pandemic and global political and economic volatility, coupled with the impact of social media, have put reputation risk front-and-center for most organizations. Factors outside of organizations' control (such as social media and third-party stakeholders) are increasingly seen as reputational threats.

Reputation risk is often seen in terms of crisis management (e.g., planning, remediation strategy, etc.) but organizations are increasingly viewing reputation risk management as part of a longer-term resiliency strategy.

Brand management services like social media monitoring are helpful but are only part of a broader reputation risk solution.

The challenge of reputation risk is that it is a roll-up of other organizational risks (operational, employee, product, cyber, supply chain, third-party vendor, strategy, etc.), so that typically in most organizations no one leadership role "owns" reputation risk. Enterprise risk management often belongs to the CFO or a Chief Risk Officer role, but a CTO will own technology risk, a product manager or COO will be responsible for product risk, the GC will own regulatory compliance risk, etc.

There is a danger with a potential economic downturn that with cost cut-backs, organizations will cut corners that can have reputational risk implications.

Stay tuned! The full report is coming soon!

Interested in joining a virtual roundtable conversation on this topic? Request a seat at the table...

When: January 24, 2022

Who should register: GCs and Lawyers at law firms

[!\[\]\(ab4e2b3fc7e7887b7a72f548aa6f5e60_img.jpg\) Request to join the waitlist](#)

When: January 26, 2022

Who should register: Business Development at law firms

[!\[\]\(b538fe54c1f3a7343e37e85cc2d00497_img.jpg\) Request to join the waitlist](#)

More from Law.com Compass...

Law Department Compensation Benchmarking Survey

See how America's top corporations are compensating their in-house legal staff. An exclusive Pacesetter Research Report for GLL Members. Compare your in-house law department compensation packages- including salary, bonus, and total cash and stock options - across nine positions and numerous regions, department.

[!\[\]\(f9f168a9979beed8b01f8750d577d508_img.jpg\) Explore the survey on Law.com Compass](#)



**THE
BRITISH
LEGAL
AWARDS**
2022

The premier legal awards in the UK

The awards, now in their 13th year and hosted by Law.com International, are the premier legal awards in the region, representing the best of the best within the UK's legal community.

GLL Legacy Award: Congratulations Fergus Speight!

The GLL Leave a Legacy award goes to someone who has spent the last decade as General Counsel of Royal London leading an award-winning legal team and has very recently taken on a new role as General Counsel of Zilo and Griffin.

He is regularly recognised for his contribution to innovation, in respect of the delivery of legal services, most notably for breaking with tradition and empowering his team to determine the remit and operating model of the legal department at Royal London. In addition, he has received a number of nominations in the Global Leaders in Law Leadership Legacy and Be Kind initiatives. He is an exceptional mentor. He is calm, insightful, charismatic, supportive and is without a doubt a worthy winner of this award.



More 2022 BLA Winners

- ★ Mentor of the Year- Greenberg Traurig (Claire Broadbelt and Kathryn Garbett)
- ★ Law.com International's Law Firm of the Year - Eversheds Sutherland
- ★ Energy and Infrastructure Team of the Year - Shearman & Sterling

Explore the categories, the judging panel, and the full roster of winners!
Visit: <https://www.event.law.com/legalweek-british-legal-awards>

GLL UK Exchange

The GLL UK Exchange 2022 was a great success. It was so wonderful to see so many of our members gathered at the fabulous Cliveden House with many GCs emphasising that it was their favourite event of the year!



The event was expertly chaired by Paul Joukador a Partner at RPC and Zuzana Blazkova General Counsel of Benefex. We also heard from several members from a range of industries who participated in the candid panel discussions.



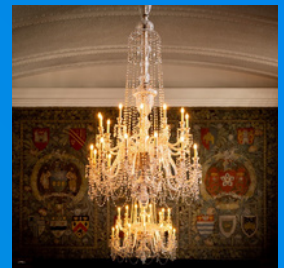
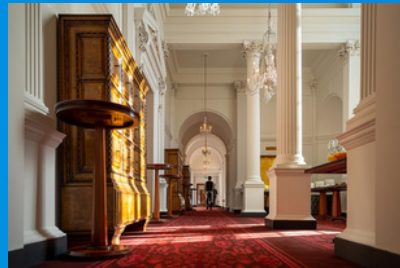
The event started with an eye-opening keynote interview between Paul Ferguson of Bloomberg and Major General Alex Taylor who is the GC of the British Army and sits on the equivalent of their executive committee. Major General Taylor shared his key leadership lessons learnt when providing legal advice in a war zone and outlined how they navigate moral dilemmas and motivate the legal function.

We then heard from GC members who discussed crisis management, horizon scanning, risk management, winning the war for talent and the secret ingredients to a great GC. On Friday morning, we heard from two coaches who created a 'Leadership Lab' which focussed on how to release a legal function's potential.



Women's Day 2022

It was so wonderful to see so many fabulous members at our Women's Day Exchange. The event took place on the 11th of October at The Ned, London and was expertly co-chaired by Sarah Binder of Lime and Carina Radford of White & Case.



An invitation to...

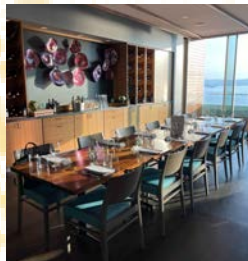
An Evening With Friends



Dallas, TX



Seattle, WA



GLL Members Forum, International Lake Como, Italy

'2023 Speakers Announced

- ★ **Dr Helena Boschi**, Renowned Psychologist, Speaker & Author, Chequered Leopard
- ★ **Chemmy Alcott**, 4 Time Winter Olympian
- ★ **Damon Hill** OBE, Former Formula 1 Racing Driver and the 1996 Formula One World Champion
- ★ **Dr. Azeem Ibrahim**, Research Professor at the Strategic Studies Institute, U.S. Army War College, and a Director at the Newlines Institute for Strategy and Policy in Washington D.C.
- ★ **Rt. Hon. Douglas Alexander**, Former UK Shadow Foreign Secretary, Former Secretary of State for International Development and Visiting Professor at the Policy Institute of King's College, London
- ★ Double Olympic Champion Col. **Dame Kelly Holmes** MBE is one of the UK's most popular athletes, respected throughout the world as a role model and an inspiration. Setting and still holding the British records in the 800m and 1000m, Kelly is an Olympic, Commonwealth and European champion that has achieved seven Gold, eight Silver and four Bronze medals throughout her career.
- ★ **Dr John C. Hulsam**, American Foreign Policy Expert



The theme of the 2023 forum is 'Leaders of Our Own Legacy'.

This year, more than ever, we have strived to create an event that makes a difference and provides you with the tools to become an exemplary strategic business leader who can help the organisation navigate future economic headwinds.

Welcome New Members!

Mphahlele Mining Consultants

Imperial Brands

Coinbase

McAfee

The Container Store

Orbia

IAA, Inc.

FTI Consulting

Papaya Global

Liberty Group

ECCO Select

Nouryon

Upcoming Events 2023

THURSDAY
2
FEBRUARY

GLL Women's Day Exchange US
New York

Development for the
Senior Female Legal Team

TUESDAY 7
- FRIDAY 10
FEBRUARY

GLL US Mini MBA
Harvard Faculty Club, Boston

Development for the
Rising Star

THURSDAY
9
MARCH

GLL An Evening with Friends
Auto Vivendi Clubhouse, London

Networking for Senior
Management Team

THURSDAY 23-
SATURDAY 25
MARCH

GLL Members Forum,
International
Lake Como, Italy

Networking and Development
for the Senior Lead

THURSDAY
30
MARCH

Virtual MBA
Virtual

Development for the
whole legal team

WEDNESDAY
7-FRIDAY 9
JUNE

GLL Members Forum,
Americas
Banyan Tree, Mexico

Networking and Development
for the Senior Lead

**TUESDAY
20 - FRIDAY
23 JUNE**

GLL UK Mini MBA
Somerville College, Oxford

Development for the
Rising Star

**THURSDAY
29
JUNE**

Virtual MBA
Virtual

Development for the whole
legal team

**THURSDAY
28
SEPTEMBER**

Virtual MBA
Virtual

Development for the
whole legal team

**THURSDAY
5
OCTOBER**

GLL An Evening with Friends
New York

Networking for Senior
Management Team

**THURSDAY
12
OCTOBER**

GLL Women's Day Exchange UK
The Ned, London

Development for the
Senior Female Legal Team

ALM | LAW.COM GLOBAL LEADERS IN LAW

For more information, contact Elle Jeffs at ejeffs@alm.com or Lisa Prickril at lprickril@alm.com

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