

Educating Executives and Board Members as to the Necessity and Importance of the GC's Involvement at a Strategic Level

GC Advantage^sM Webinar May 2020

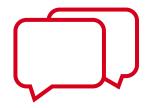


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 - Hot Topics for Boards How Ethics and Compliance Can Respond August 12, 2020, 1-2pm ET



Questions & Answers



Submit questions to panelists at any time throughout the presentation via the Q&A feature. Questions will be answered at the end of the webinar.



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Featured Speaker



William B. Solomon, Jr.

Senior Advisor – **BarkerGilmore** Former Group VP & GC – **Ally Financial**



CEO Survey Results

Which of the following statements is most accurate?	Current GC	Ideal GC
Acts as a strategic business partner and is a valued member of the leadership team	55%	70%
Expresses views on business strategy and operational issues from a legal perspective	20%	22%
Acts solely as a legal counselor and manager of legal risk	25%	8%



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Preview

- What does it mean to be a "strategic leader"?
- What does it mean to be a "strategic General Counsel"?
- What does it mean for the General Counsel to be a "Strategic Corporate Leader"?
- How to educate company (1) executives, and (2) board directors.



What Is a "Strategic Leader"?

- Definition
- Typical strategic business leaders: CEO, CFO, COO, CIO, CAO, HR, et. al.
- Typical traits, behaviors, and attributes of a strategic leader

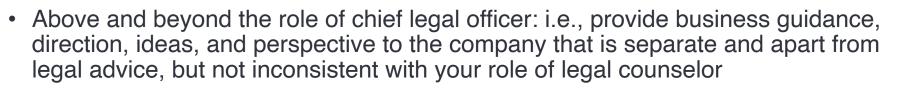


What Is a "Strategic General Counsel"?

- The core requirement of the chief legal officer: The objectives of the legal operations of the company must be effectively and consistently identified and managed ... JOB #1
- Examples at the macro level: ADR vs. litigation vs. settle; telecommuting; make or buy legal services; law firm rate increase policy; law firm convergence
- Examples at the micro level: unique case resolution; use of contract, secondment, part-time help; status of legal publications; allocation of administrative support



The General Counsel as a "Strategic Corporate Leader"



- Why the General Counsel may be particularly qualified for the role of "strategic corporate leader"
- Why General Counsel want to become strategic corporate leaders
- Know what risks this role entails



Educating Company Leadership about your Role as a Corporate Leader: INCREMENTAL APPROACH

- Be the absolute best General Counsel possible: optimize and market the provision of legal services, including results, costs, responsiveness, professionalism.
- Build strong networking ties with other executives.
- Improve your skills and knowledge to make yourself more "strategic".
- Seek out strategic roles and opportunities.



INCREMENTAL APPROACH cont.

- Ask the CEO, all department heads, and the Board committee chairs to "sit-in" on various planning, reporting, regular and/or special meetings.
- Send short, concise notes to essential decision makers with ideas, concerns, or considerations.
- Ask your CEO and other senior leaders for a "seat at the table" emphasizing that being there will allow you to be more effective in your role as General Counsel (or other job responsibilities).
- If you have the opportunity to learn *in advance* about topics for strategic discussion, communicate with the sponsor *in advance* of the targeted session.
- In time, move beyond the role as a "stealth" corporate strategic leader, and begin subtly asserting yourself with helpful and insightful comments, questions, and observations that are fundamentally positive and constructive, though possibly provocative.



Educating Company Leadership about your Role as a Corporate Leader: DIRECT APPROACH

- Resistance to your expanded role as a strategic corporate leader can occur for a variety of reason, but you will not know unless you ask. So, ASK.
- Reluctance and outright refusal to expand your involvement requires educating leadership about the special attributes you have as General Counsel.
- Ultimately, you may need to "change their mind."
 - *Reduce reactance* by diminishing the sense of lost control
 - Ease endowment by acknowledging status quo but demonstrating improved quality
 - *Shrink distance* by showing existing involvement
 - Alleviate uncertainty by proposing reversible trial period
 - Find corroborating evidence with similar examples
 - See Wall Street Journal, February 22-23, 2020 pp. C1-2



Conclusion

- Become a superlative chief legal officer
- Regularly communicate your thoughtful views and ideas to key decision-makers
- Be patient, persistent, and persuasive





Q&A Session



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Thank you for attending.

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Please let us know how BarkerGilmore can help you succeed.

William B Solomon, Jr., Senior Advisor 585.598.6561 | bill.solomon@barkergilmore.com

John Gilmore, Managing Partner 585.598.6555 | jgilmore@barkergilmore.com



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