## Contents

Executive summary	ix
About the authors	xi
Part 1: Strategy and structure	
Chapter 1: A slow motion riot – the evolving role of the general counsel and the legal department By Susan Hackett, CEO, Legal Executive Leadership, LLC Introduction	1
What makes in-house practice special? In the beginning	2 3
How the demographics of corporate legal practice shape this conversation	4
Striking the right balance between "make" versus "buy" Why aren't GCs driving changes faster and farther than they are?	6
So how does the distinguishing value in-house team lead toward a better future in law?	, 8
The changing marketplace of legal service providers The challenges posed by old systems colliding with new markets, processes, and practices, and GCs who	10
want to promote change The rising opportunity of the in-house team and general	11
counsel to drive change in the marketplace	12 14 17

Contents

Chapter 2: The general counsel, corporate governance, and stakeholder capitalism	
By Bruno Cova, partner, Delfino Willkie Farr & Gallagher, and Leanne Geale, executive vice president and general counsel,	
corporate governance and compliance, Nestlé S.A. Introduction	19
Factors driving the role of general counsel in corporate governance	19
Ensuring general counsel's effective corporate governance role The Mad Hatter – coping with unique and multiple roles Corporate governance issues for general counsel Corporate governance involves personal risks and opportunities	23 28 32 37
Chapter 3: The general counsel's role in the digital transformation of legal By William L. Deckelman, Jr, executive vice president and general counsel, DXC Technology Company, and Daniel Reed, CEO, UnitedL	ex
Why should the general counsel and legal team embrace digital transformation?	42
What is a "digital" legal department?	42 43
Why do purpose and people come first in digital transformation? How does one address the massive topics of	44
technology and data?	46
What has worked in measuring value and demonstrating how we deliver it?	48
Key elements of digital transformation for the general counsel to remember Conclusion	52 55
Chapter 4: Legal operations as a competitive advantage By Hans Albers, director, legal management consulting, Deloitte Le and Áine Lyons, SVP and deputy general counsel, VMware	gal,
Taming the final frontier of legal department modernization <ul> <li>legal operations hold the key</li> </ul>	57
Starting with technology is not the answer Where to start?	62 62
The value of data Strategy trumps all	64 65

Defining the legal department operating strategy	66
Roles and responsibilities	66
VMware: A legal operations case study	67
The four faces of the legal operations executive	69
Conclusion	73

## Part 2: Leadership skills for the GC

Chapter 5: Leadership behaviors that distinguish great general counsel	
By Kenneth J. Fredeen, general counsel emeritus, Deloitte (Canada) Introduction Self-reflection Successfully building and nurturing relationships Perfection is impossible but the journey is worth it Key behaviors Conclusion	75 76 77 78 79 87
Legal departments – "eager but not ready" The three barriers to progress Meeting the challenges Examples of best practice	89 90 92 95 97 98
Doing more with less – the importance of prioritization1Your legal team's wellbeing is a critical priority1Maximizing resources in a lean environment – removing work1from the system1	<i>o</i> 105 106 108 111

Chapter 8: Crisis prevention and management – how must legal and communications act together? By Christian Lawrence, partner, Brunswick Group	
Introduction	117 118 120
	123
	124
departments in the event of a crisis	128 131
Chapter 9: Workforce management of the future – virtual teams, hybrid working, and the future workforce By Robert Loef, group general counsel, Best Secret Group AG,	
and Anne Meckbach, chief compliance officer, ProSiebenSat.1 Grou	ıp
COVID-19 as change agent	133 133
	135 134
	134
	136
	137
	138
ever to avoid being siloed	139
Different jobs/tasks need different workplace models	139

## Part 3: Adding value and managing change

Chapter 10: ESG – how the GC and legal function contribute to sustainability initiatives By E. Leigh Dance, founder and executive director, Global Counsel Leaders	
Part 1: Why ESG requires your attention Part 2: Key elements of ESG for general counsel Part 3: The general counsel's evolving role in ESG Part 4: Setting priorities and structure for ESG in legal What next?	144 146 152 157 162
Chapter 11: Quantifying value creation in legal departments – showing the income side of legal work By Christoph H. Vaagt, founder and managing partner, Law Firm Change Consultants	
Old versus new world of legal departments The new normal for legal departments Direct income-generating activities Indirect value contributions of the legal department –	165 165 167
measure in order to prove value Necessary cultural change	167 169
Chapter 12: Managing change in a legal department – introduction of a contract management system By Wolf-Peter Gross, management consultant, Law Firm Change Consultants	
Change in general	173
Change in legal departments Case study: Introduction of a case management system	175 176
The change process	178
Leadership Conclusion	184 184
About Globe Law and Business	187