

Table of contents

Endorsements	11
Acknowledgements	15
Foreword	19
Richard Moorhead, Professor of Law and Professional Ethics, University of Exeter	
Introduction and context	23
1. The purpose of this book	23
2. How I stumbled into the in-house world	25
3. My early experiences working with in-house lawyers	26
4. My formative years	29
5. How I started in leadership consulting	31
6. My shock at the ‘resign or conform’ culture in-house	33
7. How this book came about	35
8. The structure of this book	39

Chapter 1: You – how to manage your relationship with yourself	43
1. Introduction	43
2. Feel/Need/Do	44
3. Seven principles.....	49
4. Your career is a unique micro-business.....	50
5. You are not a human capital asset.....	51
6. Parent/Adult/Child mode.....	52
7. Formative years' decisions and your timeline.....	54
8. Soft balance sheet.....	58
9. Soft profit and loss account.....	64
Chapter 2: Your career – how to manage the business of your in-house career	67
1. Introduction	67
2. Your career equity	67
2.1 Your CV	68
2.2 Your EQ.....	70
2.3 Your reputation.....	71
3. Your seven career options	72
3.1 Option 1: Stay where you are	73
3.2 Option 2: Leave and launch a new business	73
3.3 Option 3: Leave and join a start-up.....	74
3.4 Option 4: Leave and join a growth business.....	74
3.5 Option 5: Leave and join a mature business	74
3.6 Option 6: Leave and downshift.....	75
3.7 Option 7: Exploit family money or opportunities.....	75

4. Your personal purpose, strategy and behaviour (PSB) plan	75
4.1 Your career purpose (P)	75
4.2 Your career strategy (S)	76
4.3 Your career behaviour plan (B)	76
5. Your career-ism	77
6. Managing your career arc	79
7. How to sell yourself at interview, and your ideas and budget	80
7.1 My selling approach	81
8. Managing your job search	87
8.1 Leads	88
8.2 Opportunities	89
8.3 Your pipeline	89
8.4 Your covering letter	89
8.5 The interview process	90
8.6 Due diligence, contract negotiation and whether to accept long-term incentive plans	91
9. Your seven-step job search plan	91
9.1 Step 1: Start with humility	91
9.2 Step 2: Draft a word-perfect personal purpose (P)	92
9.3 Step 3: Stick to one strategy (S)	92
9.4 Step 4: Decide on your job search behaviour (B)	92
9.5 Step 5: (Re)Learn the art of marketing	92
9.6 Step 6: (Re)Learn how to sell yourself	92
9.7 Step 7: (Re)Learn how to buy	93

Chapter 3: How to manage your relationships at work as an in-house lawyer 95

1. Introduction	95
2. Your first 100 days.....	97
3. Your relationship grid	101
4. Green relationships	102
5. Amber relationships	104
6. Red relationships.....	105
7. The 10/20/70 rule of change	107
8. Emails, texts and posts	108
9. Learn from Lincoln: don't send that email in anger	109
10. Your use of language	111
11. Managing upwards.....	112
12. Ask your boss for help – you may get it.....	113

**Chapter 4: Your key relationships in any organisation 115
– how to view them**

1. You	115
2. Family and friends	116
3. Society, the profession and the regulators.....	117
4: Your employer client	118
 4.1 The purpose of your employer client.....	119
 4.2 Your employer client's strategy.....	121
 4.3 Your employer client's behaviour plan.....	123
 4.4 Your employer client's main board	123
 4.5 Your employer client's chair.....	123
 4.6 Your employer client's NEDs.....	124

5. Your boss.....	125
6. The executive board.....	128
6.1 The CEO.....	128
6.2 The CFO.....	129
6.3 The COO.....	130
6.4 The chief revenue officer/sales director.....	131
6.5 The chief marketing officer.....	133
6.6 The chief technology officer.....	133
6.7 The HRD.....	134
7. External advisers and providers.....	135
8. Your legal team.....	137
Chapter 5: How to lead teams and work with boards	141
1. Introduction	141
2. Creating an environment in which people thrive	143
3. Developing the legal function.....	145
4. Meeting stakeholders' needs	145
5. Decision-making steps	145
5.1 Step 1: Share personal PSB plans	147
5.2 Step 2: Agree on an organisation or team PSB plan	149
5.3 Step 3: Agree on a board or team PSB plan	149
(ie, terms of reference)	
5.4 Step 4: Agree on a decision-making process.....	151
5.5 Step 5: Appoint a devil's advocate by rotation.....	153
at each meeting	
5.6 Step 6: Track the implementation of decisions	155
5.7 Step 7: Review outcomes and learn from them	155

6. The FRC code on decision making	156
7. Challenging behaviour: from bullying to martyrdom	156
8. Points of inflection on boards	158
9. “Least Likely to Say ...” is a useful legal team	161
or board game	
10. ‘Small change’ soft contracts	163
Chapter 6: Your client is your employer – how to	165
manage that tension	
1. Introduction	165
2. The problem	166
3. Analysis of the problem	166
4. What’s top of mind for in-house lawyers?	168
4.1 Negativity	168
4.2 Disrespect	171
4.3 Ignorance	173
4.4 Ethical pressure	174
4.5 Office politics	179
4.6 Personal pressures	180
4.7 Inherent tension	186
5. Relationships in businesses	189
6. A new way	190
Chapter 7: How to reframe your legal department’s	193
relationship with your employer client	
1. Introduction	193
2. Step 1: Secure a shared language on the PSB plan	194
of your employer client	
3. Step 2: Sell the generic PSB plan of the legal	198
function to the employer client	

4. Step 3: Set up a legal executive board to run the legal function as a business	199
5. Step 4: Tell – don't ask – your employer client what it needs from your legal function	204
6. Step 5: Negotiate a legal business plan which meets the organisation's needs but honours the purpose of the legal function	205
6.1 Points to consider in drafting the legal function business plan	205
7. Step 6: Reframe your relationship with external advisers	208
8. Step 7: Ensure the GC acts as the CEO of the legal function	211
Appendix 1	215
Inherent tension in-house: defusing the law department time bomb at a time of pandemic	
Appendix 2	231
Lawyers and their regulators can make or break the ESG movement	
Appendix 3	243
Strengthening governance through in-house lawyer independence	
Appendix 4	251
GC Response to SRA In-house Solicitors Thematic Review	
About the author	261
About Globe Law and Business	263