Contents

Executive summary	ĺΧ
About the authors	XV
Chapter 1: What do clients want? Working effectively	
with the general counsel	1
By Ian White, consultant, executive coach, mediator,	
facilitator, and trainer	
Understand the business	1
Like the business	2
Independence is key (and becoming more important)	3
Likeability	4
Live up to what you say	5
Don't get it wrong – but if you do, own up	5
Listen	5
Shadow the general counsel	6
Read about and be interested in business	7
Giving back and the rise of ESG	7
Working with the Board	8
Chapter 2: Understanding your client's business	9
By Adrienne Gubbay, senior commercial lawyer	
Introduction	9
What does it mean to understand a business?	9
How can you leverage your industry knowledge to	
benefit your in-house customers?	11
What steps can you take to deeply understand your	
in-house customer?	12
How does obtaining instructions from an internal legal team	
differ from receiving instructions from a non-legal customer?	15
Conclusion	16

Chapter 3: How do GCs and law firm lawyers differ?	
Finding common ground	17
By Terezka Zabka, general counsel, San Diego Padres	
Law firm and GC distinct roles and responsibilities	18
Prioritizing billable hours and revenue vs focus on	
cost savings and efficiency	19
Expertise and ability to compel vs influence and	
persuasion at all levels	22
Building a relationship and staying top of mind	23
Chapter 4: Beyond law – business-critical skills to navigate	
the intersection of law, business, and technology	25
By Natasha Norton, KorumLegal	
No more detached lawyers	26
A new definition of success	26
The business context – lawyers as business partners	27
Risk management and mitigation	28
Adaptability and resilience – legal work in an era of rapid change	29
Business- / client-centric thinking and communication	30
Leadership and influence in the business world	32
Technological proficiency and legal tech expertise	33
Ethical responsibility – ethical decision-making in business	33
Sustainability and corporate social responsibility (CSR)	34
Leveraging legal expertise in the boardroom – bringing	
strategic value to corporate leadership	34
The lawyer of the future	34
Chapter 5: How to stay front of mind – business	
development and relationship building	37
By Claire Rason, Client Talk	
Let's explore what we mean by business development	37
Super skills	39
A model to practice – the Lawyer's Coach Business	
Development Matrix [©]	44
In summary	46

Chapter 6: The client view on ESG	47
By Jenifer Swallow, strategic advisor and former general counsel	
Introduction	47
Definitions	47
The state of play	48
The legal profession and ESG	49
Who is the client?	50
What is driving client maturity?	52
What clients want on ESG	54
Conclusion	68
Chapter 7: What clients look for in panel selection	
– diversity and culture	71
By Joanna Day, commercial business leader	
The need for diversity	71
Categories of work	72
Playing to strengths	73
The auction process	75
Being realistic	76
A good cultural fit	77
Chapter 8: Effective panel and relationship management	79
By Joanna Day, commercial business leader	
What is a panel?	79
Panel management	82
Relationship management	83
Chapter 9: Fees and billing – a transparent approach	85
By Joanna Day, commercial business leader	
Lack of clarity / failure to scope appropriately	85
Help, it's urgent!	86
Lack of effective relationship management	88
Billing	89
Disbursements	91
Added value	92
Cost management	93
Conclusion	03

Chapter 10: Matter management – collaborative working	95
and CEO, Gardner & Co and Csilla Ilkei, insights director, Gardner and Co.	
Taking a step back – how legal needs are shifting	95
Increasing demands to "move up the value chain"	95 96
Necessity of in-house collaboration across four "vectors"	90
Implications for external counsel – how firms can respond	98
to stepped-up demands	90
Top ten reasons clients value smarter collaboration	101
Proving the point – outcomes of smarter collaboration for	101
	105
If it's so in-demand and lucrative, why is it still so hard?	5
	106
Exceeding clients' demands – practical, smarter collaboration	
•	107
Looking ahead	110
Chapter 11: Active listening – do you know what	
your clients are asking for?	115
By Claire Rason, Client Talk	
The old way of client listening	115
What's the new way?	116
Active listening	117
What lessons carry across from active listening into	
active client listening?	118
What is it that clients want?	121
Tricks of the trade	121
Informal conversations and empathy	122
Chapter 12: An empathy-driven approach to client listening	125
By Paul Roberts, founder, MyCustomerLens	
The purpose of client listening	125
8 1 3	126
	128
Listen differently – adopt an always-on approach	132
Always-on client listening in action	135
	136
Key takeaways	137

Chapter 13: The strategic necessity of personalized	
client relationships	139
By Helen Hamilton-Shaw, member engagement	
and strategy director, LawNet	
A client-centric culture – the foundation of	
personalized relationship building	141
Empathy and understanding – the human element in legal services Building trust through transparent communication	143
and efficient processes	146
Leveraging technology to enhance client care	147
The future of personalization in the legal landscape	149
Chapter 14: Building lasting, positive	
relationships with clients By Thomas Santram, senior vice president and general counsel, Cineplex	151
The trusted advisor	151
Why do general counsel retain external counsel?	151
General counsel hire lawyers – not law firms	153
How to develop, grow, and maintain a relationship	-55
with a general counsel	154
You've received your first file – now what?	155
What does success look like for general counsel?	158
	160
Final thoughts	162
	102
Chapter 15: Reimagining the law firm–client relationship	_
in an age of AI ubiquity and data-centricity	163
By Robert Dilworth, managing director and	
associate general counsel, Bank of America	
Introduction	163
Value in tectonic times	165
Mindset, skills, and formation in a VUCA world	177
Demographics and diversity	177
Reimagining the law firm-client relationship in	
an advanced information economy	178
Hallmarks of value in an age of AI ubiquity and data-centricity	180
The role of the corporate law firm	187
Conclusion	191
About Globe Law and Business	100