

Cross functional leadership and decision making in times of uncertainty

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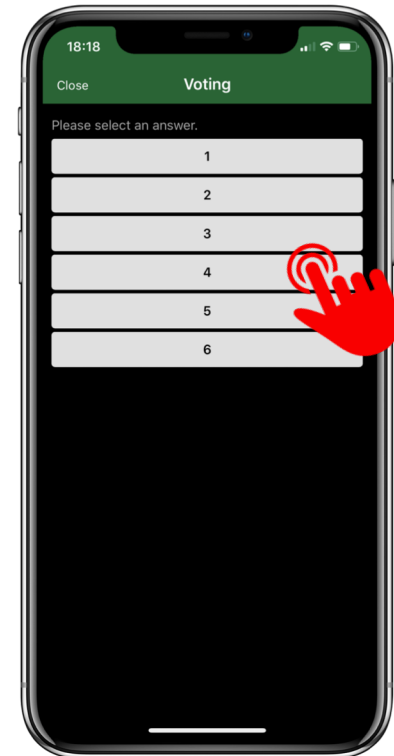
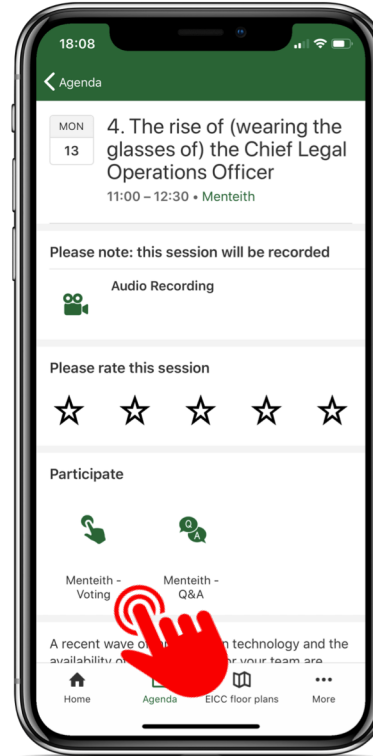
Matteo Frigerio, Italy Country Manager and Senior Counsel, Airbnb

Jonathan Warne, Head of Litigation and Arbitration, CMS

Paul H Williams, Executive Commercial Counsel, GE Power

Voting

- ▶ Tap on the voting button from the session you are attending to vote
- ▶ Tap on the number corresponding to your choice



Preliminary questions/statements

1. The in-house counsel's job is to advise on legal risks, not commercial ones

- A. Strongly agree
- B. Mostly agree
- C. Mostly disagree
- D. Strongly disagree

Preliminary questions/statements

2. Who in your company is your most frequent business partner?

- A. CEO
- B. Finance dept
- C. Sales team
- D. Technical specialists
- E. HR
- F. Other

Preliminary questions/statements

3. The in-house counsel's role is to find creative solutions to legal and regulatory hurdles

- A. Strongly agree
- B. Mostly agree
- C. Mostly disagree
- D. Strongly disagree

Preliminary questions/statements

4. Have you ever felt under pressure to change or adapt unfavourable advice?

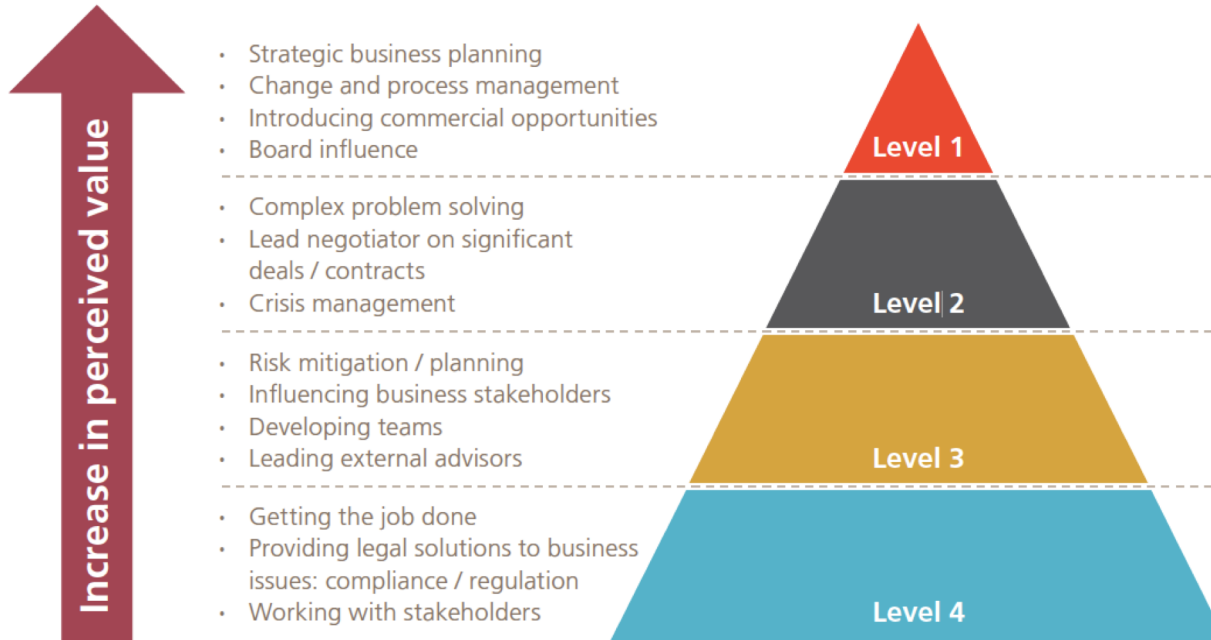
- A. Never
- B. Rarely
- C. Sometimes
- D. Often

Preliminary questions/statements

5. How often have you given advice which has caused your business to lose money?

- A. Never
- B. Rarely
- C. Sometimes
- D. Often

The GC Value Pyramid



Challenges

Strategic Business Counsel: The “8c” model



Wrap up and Q&A