

Law Lab - Small law departments

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International

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Chatham House Rules - speak freely!



Session being conducted under Chatham House Rules

Session not being recorded, no press allowed

Participate fully & speak freely



Managing, manoeuvring& paragliding



Traits Game-changing In-House lawyers possess

P -

A -

R -

A -

G -

L -

I -

D -

E -

Traits Game-changing In-House lawyers possess

- P - Pragmatism**
- A - Agility**
- R - Reputational risk awareness**
- A - Alignment with stakeholders**
- G - Game-changing attitude**
- L - Listener**
- I - Integrity - Do the right thing**
- D - Diversity & Inclusion champion**
- E - Empathy & authenticity**

How past 12 months have transformed us



Quick poll

Did you transform the way you provide legal support to your organisation over the last 12 months?

Composition & execution by small law departments

Small teams - inherently inter-dependant for load balance & multiple roles - local or global HQ?

Pandemic hit - everyone working remotely - hard & soft impact

Logistics & business continuity - “keep the trains running on time” - digital signatures & DocuSign (contracts), virtual board meetings & AGMs (governance), virtual hearings in litigation cases, Zoom etc.

Leadership & management - signs of stress less visible?, less “facetime @ the office”, more autonomy or less accountability? risk of divergency in consistency of approach & more forum shopping? virtual recruitment, onboarding, evaluation & team cohesion

Connectedness - team energy & “buzz” impacted, “flattened” the global legal team (less “HQ-itis - did the Atlantic Ocean get bigger or smaller?), learning by osmosis harder, relationship building with other stakeholders & colleagues at QBR / sales kick off impacted

How our small teams lived through change?

Sector impact - travel & airlines, hotel & restaurants versus online shopping & digital

“Dunkirk spirit” at first - **sense of crisis**

Everyone got digital (even the technophobes!): Immediate pivot to full remote working

Work / life balance skewed - team working long / random hours - “**always on**”, mental health impact

Track your team’s performance & showcase it - hard data builds a business case, otherwise you get a sympathetic hug or a congratulatory “High5”, not a headcount or increased budget or increased profile. Turn the crisis into an opportunity.

Partnership with HQ, HR, WPR - how you treat staff in a crisis will be remembered! Home office ergonomics & equipment, team building events, resilience & well-being support.

We got challenged and we’ve transformed the way we work

The next chapter - a new normal - what to stop, start, continue for next 12 months

Break out

What challenges did you face in the way you have been working over the last 12 months and what solutions did you put in place to address these challenges?

RE-GROUP in plenary session

Toolbox suggestions - Andrea

- **Invest in People**

- Empower, reward (YJMMD), set vision and path
- Be present, whenever (and only when) needed
- Lead by example

- **Communicate**

- Ownership and Accountability
- Information sharing (yep, tools can simplify life)
- Regular Feedback, up and down

- **Get the job done**

- Prioritise and Simplify (Stop List)
- Automation, pre-approved templates, Increase the Input to Decrease the Output) (aka train your client)
- Challenge the status quo

Toolbox suggestions - Marlene

- **Establish & maintain a great legal brand**
 - Get a seat at the grown ups table
 - Establish SOPs / SLAs & stick to them, manage expectations & ruthlessly prioritise
 - Continuously seek feedback & take it on board - it's a gift!
- **Educate, automate & simplify**
 - Crib sheets, cheat sheets, annotated templates, QBRs, Intranet, webinars, lunch & learn
 - Smartsheets (e.g. NDA requests), locked templates (e.g. Vendor spend / marketing agreements)
 - Establish thresholds - as guidance or rigid rule - watch precedent value of “exceptions”
- **Leverage what you've got**
 - Internally - your team, your peers, your stakeholders
 - Your budget - how & when to use outside counsel, how & when to use third party vendors / software
 - Consider a secondee / contractor / “dial up / dial down” consultant

Q&A and WRAP UP