

THE ASSOCIATION OF CORPORATE COUNSEL'S

TOP 10

30

some things

ACC's "2014 Top 10 30-Somethings" are passionate change-makers; always seeking opportunities to positively impact their companies, industries and communities. They face challenges like increased regulation and advancing technology with a calculated, patient stamina that many of them learned as athletes. Whether fighting corruption or advancing diversity in the profession, no goal is too far reaching for this group, especially considering the dedicated, talented teams that support them. Our winners may live and work around the globe, but they are banded together in their efforts to make it a better place.



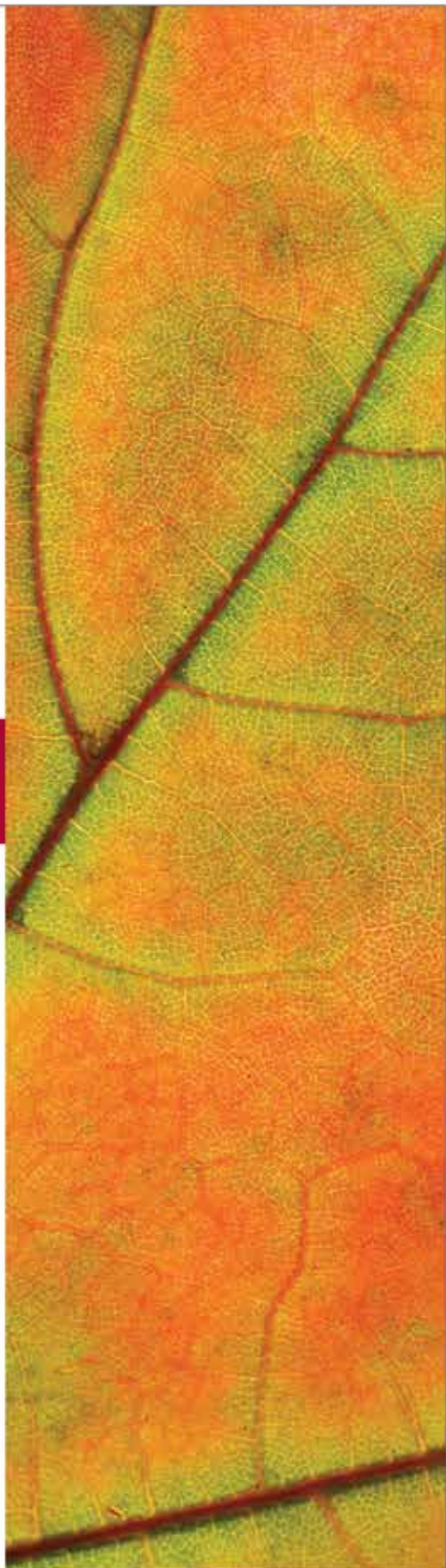
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The 2014 Top 10 30-Somethings share three proactive approaches to success:

TURNING INWARD

“We have to take a step back and think about who we are and who we want to become,” BI-SAM Inc.’s USA Counsel Megan Jones says. “When we stop asking ourselves those questions, it’s easy to become complacent, and for work to feel like clocking in and clocking out, rather than something exciting.”

Introspection is a regular practice for the “2014 Top 10 30-Somethings.” Reflection helps them unite their personal values with their in-house work, an alignment Google’s Senior Ethics and Compliance Counsel Therese Lee says yields a greater impact for both the company and employees. Lee has spent many hours studying this as one of the Aspen Institute’s First Mover Fellows, and says her own work at Google supports causes she cares about: “In-house compliance counsel play an important role in ensuring that their organizations don’t contribute to this larger corruption problem, which stymies social, economic and political growth.”

DREAMING BIG

Like Lee, many of the 30-Somethings are making a positive impact on a global scale. And like Lee, this is no accident: they’ve aimed to do so. As senior counsel of the Environmental, Social and Governance Group at the Bank of Montreal, Bindu Dhaliwal holds the first legal position at any Canadian financial institution dedicated to these issues. Recently, she led an initiative to include supplier diversity statistics in BMO’s weighted evaluation of counsel during the RFP process. “This gets me really excited,” she says. “Because I think we are making real change in Canada.”

Across the Atlantic in South Africa, Jonathan Maphosa leads special projects that facilitate the country’s economic integration with the greater continent. As assistant general counsel of the South African Reserve Bank, he recently oversaw his team’s contribution to the first phase of implementation of a centralized payment system for various countries.

BANDING TOGETHER

Finally, while many of our 30-Somethings have an entrepreneurial spirit, they know they will not effect change alone. As such, Sony’s Senior Attorney Shaka Johnson says relationships are the most important part of his job. “I try to have frequent and quick conversations with everyone I work with,” he says. “For me, building a personal relationship with colleagues and coworkers is part of being a good team member.”

Lonza’s Assistant General Counsel Josh Beser focuses on helping others grow professionally, an effort he says is key to his own growth. A columnist for *JDSupra Business Advisor*, Beser writes articles on fostering business relationships, landing a dream job, and identifying and completing impactful work. He also volunteers with Entrepreneurs Roundtable Accelerator, mentoring start-ups to help with business and legal issues. “I love working with people who are passionate about building something new,” Beser says.

From challenging and reinventing best practices, to finding innovative solutions to old in-house problems, the “2014 Top 10 30-Somethings” are passionate about building something new, together.

FOR MORE ON THEIR PERSONAL JOURNEYS AND PATHS TO SUCCESS, READ ON.

(IN ALPHABETICAL ORDER)

- Pg 5 Josh Beser**
Assistant General Counsel
Lonza America Inc.
- Pg 6 Bindu Dhaliwal**
Senior Counsel, Environmental,
Social and Governance Group
Bank of Montreal
- Pg 7 Shaka Johnson**
Senior Attorney
Sony Electronics Inc.
- Pg 8 Megan Jones**
USA Counsel,
BI-SAM Inc.
- Pg 9 Therese Lee**
Senior Ethics & Compliance
Counsel
Google Inc.
- Pg 10 Jonathan Maphosa**
Assistant General Counsel,
South African Reserve Bank
- Pg 11 Manisha Merchant**
SVP, Assistant General Counsel,
Banc of California, N.A.
- Pg 12 Shannon Orr**
Corporate Counsel, Privacy
and Data Protection
VMware
- Pg 13 Robert Piasentin**
General Counsel
Sierra Systems
- Pg 14 Lisa Seilheimer**
Senior Corporate Counsel
CDW Corporation
- Pg 15 Honorable Mentions**

About the 2014 Contest:

ACC's "2014 Top 10 30-Somethings" awards recognize outstanding achievement in the in-house profession among attorneys who were between the ages of 30 and 39 in 2013. As our contest gained traction in its third year, ACC received more than a 100 percent increase in nominations from last year, both diversifying the candidate pool and making for a more competitive judging process. Nine volunteer in-house judges scored nominees on the value they have added to their legal departments, companies and the in-house profession. Communication, participation in professional associations, and advocacy, pro bono and community service efforts were taken into account.

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We would also like to thank our contest judges:

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Hot Topic, Inc.
- Cornell Boggs,
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The Body Shop
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- Ellen Pekilis,
General Counsel,
CSA Group
- Scott Thayer,
Vice President-General Counsel & Corporate Secretary,
Dawn Food
Products, Inc.

In all new beginnings, Josh Beser sees opportunity. One year after he began working at Lonza in 2010, the life sciences products, services and research company closed the major acquisition of Arch Chemicals. Lonza embarked on a long and broad corporate restructuring, and Beser landed himself a seat at the table of a cross-functional global leadership team, responsible for grouping together various departments to form new business units. There, he became involved in establishing high-level goals, gaining a contextual clarity he says is only possible with exposure to company leaders working together.

With a fresh strategy and focus, Beser became the legal representative for the newly organized Consumer Care unit, which brought together the nutrition, personal care and hygiene businesses of Lonza and Arch. The role was ripe with challenges. Increased regulatory scrutiny over how companies are marketing products called for the development of new strategies and training mechanisms.

Knowing he could not effect change alone, Beser identified the business team members in positions of leadership, and whom the team saw as influential. He offered these players an outstretched hand. “Just because in-house counsel know the law, doesn’t mean we should assume we know the answer,” Beser says. “There was a history that needed to be respected and understood.”

The first task — identifying leaders — was important, Beser says. “I looked at an org chart, and then I went to those people and asked what they had been working on and how I could help.” During that process, team leaders often attributed successes and project work to colleagues. “I wrote down all the names they mentioned, because those are often influential people, and I followed up with second group,” he says.

The result? “Together, we identified how we could adjust our work to meet best practices,” Beser says. But perhaps his more important takeaway is that, “Quickly showing good will and good results when you’re invited in early gets you invited in early again.”

Beser is passionate about helping others grow professionally. As a columnist for *JDSupra Business Advisor*, he’s written articles on fostering business relationships, landing a dream job, and identifying and completing impactful work. He volunteers with Entrepreneurs Roundtable Accelerator, mentoring start-ups to help with business and legal issues. “I love working with people who are passionate about building something new,” he says. “I really think everyone has the opportunity to be an entrepreneur at work, no matter what your job is.” At Lonza, he invested his entrepreneurial spirit in beginning the company’s pro bono program. Now, Lonza’s lawyers can advise nonprofits in need of legal help across New York, New Jersey and Connecticut.

Whether at Lonza or working with entrepreneurs, Beser says his legal perspective is welcomed; he doesn’t often run into business counterparts looking to avoid working with lawyers. “My generation of lawyers has been trained to have a practical mindset; since I started in-house, my mentors cautioned me against being ‘the no guy,’” he says. “Maybe we are getting better at this, too, and companies are getting more used to thinking of lawyers as both legal and business advisors.” **30**



Josh Beser
ASSISTANT GENERAL
COUNSEL
LONZA AMERICA INC.

AGE: 32



Bindu Dhaliwal
SENIOR COUNSEL,
ENVIRONMENTAL, SOCIAL
AND GOVERNANCE GROUP
BANK OF MONTREAL

AGE: 38

As senior counsel of the Environmental, Social and Governance Group at the Bank of Montreal, Bindu Dhaliwal holds the first legal position at any Canadian financial institution dedicated to these issues. She's not taking the responsibility lightly. In her role as chair of the group's Diversity Council, for example, Dhaliwal has led an initiative to include supplier diversity statistics in BMO's weighted evaluation of counsel during the RFP process. "This gets me really excited," she says. "Because I actually think we are making real change in Canada."

Dhaliwal explains that Canada's diverse social fabric gilds the reality of its legal profession, where minorities and other equity seeking groups have long been underrepresented in senior positions. The tone of the debate is different from the one happening in the United States, where disclosure of diversity statistics is common practice. Some think it will work itself out in time, she says, but she's not one to sit around and wait. So when BMO asked suppliers to include diversity statistics in their RFP materials last year, and a number of the large firms did not, Dhaliwal and her team followed up with them. "That was a game changer," she says. "We got to express why we are doing this — that it isn't a one-off — and to understand and work through their reporting issues."

As a result, many of the suppliers who did not submit diversity statistics this year committed to doing so next year, and Dhaliwal expects they will follow through. Also part of this ongoing effort to help increase diversity in the workforce is BMO's encouragement of other Canadian banks to make similar disclosure requests of their legal service providers, and to work together using a consistent approach. Dhaliwal has offered to share BMO's research and methods.

Originally a litigator, Dhaliwal went in-house at BMO in 2006, as part of a group that provided counsel to the retail securities lines of business. But she had always been interested in corporate social responsibility, and when she went on maternity leave in 2010, she took a certificate program that cemented it as her career path. Dhaliwal thought her legal career was over, and that she would have to leave the bank. When she talked to her director about it, however, she learned that BMO was considering hiring a lawyer for the exact role she wanted. She was offered the job.

Though no other Canadian banks have a legal position in this area, Dhaliwal says many lawyers are doing this work. "A lot of ESG issues are becoming integrated into the regulatory environment," she says. "For example, US and Canadian regulators are focusing on issues of conflict minerals and diversity at a board and management level. Corporate social responsibility used to just be about a company's social responsibility and stakeholder engagement, but now, it's about all aspects of a business."

To ensure that BMO is on top of emerging issues, Dhaliwal's role is to monitor global trends. "A key part of our group's work is to identify non-financial matters that may result in reputational risk. An important part of this is looking at what is happening outside of Canada. Dhaliwal finds this aspect of her role to be one of the most fascinating, because "in an increasingly connected world, activities globally provide an early warning system of things to come." **30**

Shaka Johnson keeps inspirational sayings on his office whiteboard. On the day of his interview with ACC, it says, “If something works, keep doing it. If it doesn’t, stop doing it and do something else.” Johnson says these ideas keep him in check and, true to his ethos, pushing forward. He pushed forward as a basketball team captain at Sonoma State University in college. And Johnson pushed forward during law school, where he balanced studying with amateur boxing, and being on the mock trial team. It paid off. Shortly after watching him at a trial team competition, the San Diego-based Higgs, Fletcher & Mack LLP offered him a job.

Today, Johnson is Sony Electronics’ lead US attorney for the retail groups (online and in-store), corporate procurement, facilities and corporate security departments, and, until recently, was also the lead attorney for the post-sales support and promotions and product safety groups. He also manages the company’s litigation and product liability matters nationwide. In his role, Johnson finds solutions that balance customers’ increasing expectations of electronic products, with evolving regulation and scrutiny of those products. He has developed customer-friendly templates and service terms, while redrafting Sony’s consumer-facing warranty terms to align the company with an ever-changing legal environment. Sony Corporation is a Japanese company that does business all over the world, and its US operations at Sony Electronics have a great impact on the company’s global strategy, Johnson says. As a result, he is actively engaged with his international counterparts, and has a strong grasp on the complexities presented in dealing with varying global business cultures.

Johnson is also engaged with fellow industry leaders. In 2011, when faced with the challenge of increased concerns related to the safety of cords on baby monitors, he took an active leadership role in facilitating an industry-wide national awareness campaign, which launched in 2012. Through this process, Johnson worked with legal representatives from other companies, the Juvenile Product Manufacturers Association and the U.S. Consumer Product Safety Commission. He has a good habit of connecting people.

“Relationships are the most important part of my job,” says Johnson. “I try to have frequent and quick conversations with everyone I work with. For me, building a personal relationship with colleagues and coworkers is part of being a good team member.”

Johnson also tries to stay calm amidst chaos. This, he says, he learned from mentors Jim Peterson and Alexis Gutierrez at Higgs, Fletcher & Mack. “They showed me that the calmest person in the room is thinking the straightest,” says Johnson. “That person has a calming effect on the group, which enables them to come up with better ideas and solutions.” But staying even-keeled shouldn’t be a sporadic effort: “If you try to do it only in those instances, it’ll be really hard,” he says. “You have to try and live it.”

Johnson works hard to live up to his commitments as a husband, new father, Sony employee and lawyer. His contributions to the field include his service on the University of San Diego Law Alumni Board’s Diversity and Inclusion Committee, his participation with the ACC-San Diego Pro Bono Committee, and his service on the founding board of the San Diego Bar Association – ACC San Diego’s Diversity Fellowship Program.

When asked how he balances his many responsibilities, Johnson looks again to a motivating quote, this time from his basketball coach at Sonoma State. “He used to always say, ‘If it was easy, everybody would do it.’ That’s what I tell myself when I don’t feel like doing that extra something.” **30**



Shaka Johnson
SENIOR ATTORNEY
SONY ELECTRONICS
INC.

AGE: 36



Megan Jones
USA COUNSEL,
BI-SAM INC.

AGE: 34

On the day of Megan Jones's interview with *ACC Docket*, her agenda was to pack for a two-week whale-shark research expedition in Utila, Honduras with her fiancé. The trip came at an inflection point in Jones's career, as she recently departed from her senior counsel position at Tough Mudder — a four-year-old startup that conducts mud obstacle course events — to travel before beginning her new position as USA counsel for Bi-SAM Inc., a Manhattan-based financial technology company.

"Successful CEOs often talk about taking time to reflect on where their company is going, and I think this is a good practice for everyone. We have to take a step back and think about who we are and who we want to become," Jones says. "When we stop asking ourselves those questions, it's easy to become complacent, and for work to feel like clocking in and clocking out, rather than something exciting."

A lifelong swimmer who received an endowed athletic scholarship to Bucknell University, Jones says being a college athlete taught her focus and passion. At Bucknell, she majored in political science, and had a double minor in East Asian studies and Sociology. After graduating, she worked at the New York-based boutique entertainment firm Grubman, Indursky & Shire PC, in every role from administrative assistant to publishing coordinator for a client's music catalogue, all while attending law school at night. When she received her law degree, the firm kept her on as an associate until Jones was ready for her next adventure with Tough Mudder in July 2012.

Jones was attracted to Tough Mudder's mission of testing participants physically, mentally and as members of a team, through 12-mile military-style obstacle courses. Then, just a two-year-old startup, the company's culture seemed a perfect fit. Similar to Tough Mudder's now 1.3 million participants to date, Jones has always stayed focused on overcoming challenges and staying mentally gritty.

As the primary transactional attorney at the company, Jones negotiated more than 250 contracts in 2013. She leaves behind innovative company-wide programs, including eight "playbooks" codifying internal business processes, a document management process, and a contract negotiation and management training program dubbed, "Tough Mudder Law School: Probably the Toughest Law School on the Planet." During her tenure, Jones received a "PACT" award — a peer-nominated award demonstrating the company's core values: pride, accountability, continuous improvement, teamwork — and three peer-nominated "Credo" awards — one for her contributions to the Commercial Department, another for her mentorship of the Operations Department, and the third for single-handedly securing a beverage sponsor for the "Mudderella" event series. Jones was also critical to Tough Mudder's successful international expansion. The company now has offices in the United States, United Kingdom and Australia, and conducts its events in multiple countries across three continents.

Looking back on her experience, Jones says she enjoyed working outside of her wheelhouse while at Tough Mudder. "I was trained in commercial and transactional law, but at Tough Mudder, I dabbled in everything — corporate, HR, finance, immigration, risk analysis, insurance, intellectual property, litigation, as well as more business focused matters," she says. The diversification of work gave Jones confidence at a critical juncture in her career. "At a really important point in my legal career, I realized that my role as an in-house attorney would constantly change, and that was not only OK, but I was fully capable of handling anything thrown my way, and while at first nerve-racking, it wound up being a really empowering experience." **30**

ACC Docket has featured Therese Lee for her exemplary anti-corruption work at Google before. Now, four years after she started in her global ethics and compliance counsel role, she says, “It’s still fun. It’s been fun the whole time.” At a company as dynamic as Google, employees stay nimble and the work remains fresh. “When the business decides to go in these new bold directions, that can change the company’s risk profile and require you to revisit many of your previous assessments,” Lee explains.

By Google’s standards, if FCPA compliance work is fun, then the FCPA training that Lee’s team is required to deliver to staff should be fun, too. “Google employees desire innovation from ethics and compliance training, much like how these Googlers pressure themselves to innovate when doing their own jobs,” Lee explains. “So when we created the FCPA training, we experimented with an appealing comic-strip format.” Tailored to the thousands of Googlers who would participate in the training, the comic strip features a protagonist running through Google’s main campus as he grapples with an ethical bribery quandary. It was a welcomed departure from the standard compliance training course format, and Lee later presented it at the flagship national ACI FCPA Conference as part of a panel on “Innovations in FCPA Compliance Programs.”

Lee regularly speaks at anti-corruption conferences, sharing panels with senior vice presidents, general counsel and, on one occasion, Brazil’s Minister of Justice. She says, “It’s important for us to partner with change agents in the government and civil society to tackle corruption from a perspective that goes beyond the traditional boundaries of a corporate compliance program.”

In 2013, the Aspen Institute named Lee a First Movers Fellow, enrolling her in a leadership development program aimed at private sector rising leaders who seek to integrate principles of social responsibility with corporate profitability. “They call us not entrepreneurs, but *intrapreneurs*, meaning people who want to change the private sector from within,” she explains. Lee says that for real change to occur, issues need change agents everywhere. “You need the people outside demanding change, as well as people on the inside who are listening and trying to steer in that direction,” she says.

Lee says participating in the First Movers Fellowship program gives her a chance to think deeply about how aligning one’s work with personal values yields a greater impact for both the company and employee. With a history of interest and practice in human rights cases, she adds that the meaning she draws from her work at Google supports what is important to her personally. “In-house compliance counsel play an important role in ensuring that their organizations don’t contribute to this larger corruption problem, which stymies social, economic and political growth,” she says.

Lee’s active role in her local and global communities further exposes how her work and personal values align. Most recently, she has served on the Advisory Board of 100 Reporters, an NGO comprising journalists who seek to wield the power of the pen to fight corruption and kleptocracy. She has been a board member and the governance committee chair for the San Francisco LGBT Community Center, which provides safety net programs to the most vulnerable members of the city’s LGBT community. She is also a community organizer in the LGBT employee resource group at Google. “For me, it’s not work-life balance,” Lee concludes. “It’s just life balance.” **30**



Therese Lee
SENIOR ETHICS &
COMPLIANCE COUNSEL
GOOGLE INC.

AGE: 36

jonathan maphosa

2014 TOP 10 30-SOMETHING



Jonathan Maphosa
ASSISTANT GENERAL
COUNSEL, SOUTH
AFRICAN RESERVE BANK

AGE: 33

As assistant general counsel of the South African Reserve Bank, Jonathan Maphosa manages special projects, some of which facilitate economic integration with the greater continent. In 2013, Maphosa oversaw his team's contribution to the first phase of implementation of a centralized payment management system for the South African Development Community (SADC). This system, which is called the SADC Integrated Regional Electronic Settlement System (SIRESS), allows for real-time gross settlements between SADC member states. Ultimately, this initiative will yield improved customer service and cost reductions. The system is also expected to ease cross-border trade between regional countries.

The South African Reserve Bank is currently responsible for operating the SIRESS system with participant countries. It promotes and facilitates its use among SADC member states, but empowering the region to take this step forward is not without its challenges. Maphosa says that while managing the contract process, he had to navigate many political and cultural sensitivities: "It's important to let the other countries have a voice and influence the result of the system without being the overbearing central bank," he says.

Within the South African financial markets sector, Maphosa says one of the main challenges corporate counsel face is an inundation of new laws. "It's legislation season, and some of the financial regulatory reforms are difficult to enforce because, whilst necessary, they impose a reporting and compliance burden on affected parties and, quite often, introduce new risks," he explains. Through his role on the Corporate Lawyers Association of South Africa Training Committee, Maphosa helps identify areas of training needed by the in-house community, usually following promulgation of new legislation. He also submits comments to Parliament, proactively influencing laws that are in the process of being passed.

In his work with CLASA, Maphosa seeks out exposure to the global in-house community, both as a resource and a benchmarking tool. Last year, he partnered with ACC to initiate an online chat forum and teleconferences for in-house counsel throughout Africa to connect and share ideas. He speaks regularly at international legal seminars on investing in Africa, the legal climate in African financial markets, legal risk and central bank governance.

As head of the Reserve Bank's Monetary and Financial Law division, housed within the Legal Services Department, Maphosa has recruited African and female candidates to advance diversity in the legal department. His staff is 70 percent female and is made up mostly of historically disadvantaged persons under South Africa's former apartheid regime. Maphosa also works with a small African law firm, MCR, to provide pro bono counsel to historically disadvantaged persons and rural companies. Since starting his efforts two years ago, he has spent more than 150 hours drafting commercial contracts, wills and deed trusts, because small, rural family businesses often do not have adequate succession planning. When there is an opportunity for Maphosa to make a difference — to help move his country and continent forward — he seizes it. **30**

manisha merchant

2014 TOP 10 30-SOMETHING

Formerly vice president and senior counsel at Union Bank, Manisha Merchant recently transitioned to senior vice president, assistant general counsel at Banc of California. Always chasing opportunity to grow her expertise, Merchant left a legal team of 60 to join a team of six. “Banc of California has a small legal department, and the bank is growing rapidly,” she says. “As much as I enjoyed working at Union Bank, this switch gives me an opportunity to work with bank executives on many areas of the banking, not just deposit operations. It also allows me to impact the organization in a material and meaningful way.”

When looking for a job, Merchant says discerning company culture and leadership style from a job description is not always easy. “That is where networking really helps,” she says. One of Merchant’s colleagues told her about the position at Banc of California and connected Merchant with her current boss. “Since my colleague knew both of us very well, I knew a lot about what my future boss was going to be like, which was really important,” she says. “When you are in a small legal department, you want to make sure everyone will get along.”

Merchant has always taken networking seriously, both for herself and others. As president of ACC’s Southern California Chapter (ACC So-Cal), she instituted a campaign called “ACC So-Cal Works!!!” to assist members who were transitioning, or who wanted to make a career change. In its first year, members benefitted from newsletters and three programs dedicated to helping people find that next in-house position. Merchant has expanded her networks through participation in ACC, Asians Advancing Justice – L.A., and Pratham USA, a charity that teaches students in India how to read. Merchant is a board member of all three organizations.

In her role at Banc of California, Merchant says she is part of a team of senior attorneys who ask assistance of one another and communicate well. She believes that listening is a big part of leading: “It empowers you with the information you need to be innovative in a fast-growing environment,” she says. When joining a growing business with a small number of legal resources, Merchant says it’s important to hit the ground running. “Individuals appreciate when you show them that no task is too big or too small, and I try to offer support wherever and whenever I can,” she says. “You also add value to the team when you can jump into a task and help fill a gap — especially if it is a job that no one else wants to do.”

So far, the opportunity Merchant was looking for is taking shape as she had hoped. In less than four months at Banc of California, she has worked with colleagues on lending matters, M&A deals, vendor contracts, managing litigation, HR matters, creating and reviewing policies and procedures, as well as deposit operations. “I love it!” she says. “I have worked with many C-Suite executives already and enjoy growing the new lines of business that the bank is starting.” **30**



Manisha Merchant

SVP, ASSISTANT
GENERAL COUNSEL,
BANC OF
CALIFORNIA, N.A.

AGE: 38



Shannon Orr
CORPORATE COUNSEL,
PRIVACY AND DATA
PROTECTION
VMWARE

AGE: 31

As corporate counsel for privacy and data protection, VMware, Shannon Orr's responsibility is great. The Palo Alto-based enterprise software and IT company reported revenues of \$5.21 billion in 2013, and operates across the globe. Most major companies use VMware's products, including nearly all Fortune 1000 companies. Orr is one of only three attorneys responsible for privacy and data protection.

VMware handles all aspects of business-to-business computer and IT enterprise. As the industry-leading virtualization software company, VMware empowers organizations to innovate and thrive by streamlining IT operations. By virtualizing infrastructure — from the data center to the cloud to mobile devices — VMware enables organizations to deliver their IT needs efficiently to any device at anytime and anywhere, Orr explains. They also produce public and private clouds, an industry-leading mobile device management system, and offer a social media platform — “basically a Facebook for your company,” she says.

As a student at University of San Francisco School of Law, Orr thought she was going to study land use and practice real estate law. She graduated during the peak of the housing crisis when real estate wasn't an option. Instead, she was hired as the first-ever associate at St. Ledger-Roty Neuman & Olson LLP, a small telecommunications and privacy firm in Washington, DC. Orr worked under founding partner Karen Neuman, who is now the chief privacy officer for the Department of Homeland Security. But Orr missed the community in San Francisco, where innovation and opportunities to disrupt the status quo abounded. She found her privacy experience was the perfect fit for VMware when she relocated to the West Coast.

In her work, Orr faces two primary challenges: staying on top of privacy developments across industries and geographies, and creating products that foster innovation, while simultaneously meeting customers' privacy and compliance needs. “Privacy and security laws can differ by state, they can differ by country, differ by region, and by industry; so when you are only making one product that needs to suit the various needs of a multitude of customers, you really need to think outside the box and start getting creative on how to satisfy all customers,” she says.

Orr says she loves her job because it allows her to work across departments to find solutions. As a privacy expert, she gets to see the full cycle of what happens with VMware's products and its customers. For example, when providing guidance to VMware's developers on new products and services, Orr considers not only VMware's legal requirements, but also its customer's privacy, security and compliance needs. She then collaborates across VMware to ensure that its customers needs are not only baked into the products, but are reflected in VMware's legal structures, corporate governance, privacy and security practices and agreements with VMware's vendors, contractors and partners. As this process unfolds, she takes into account other customers' requests during contract negotiations to create one product that is scalable across regions and industries.

Always forward-thinking, Orr considers a future where there is an Internet of Things. She believes younger generations will have a desire for more technological control, better security guarantees and stronger corporate governance. “What happens when your watch can send you real-time updates about your heart rate monitor? There will be a time when data analytics are no longer just a tool for companies and governments but exist in virtually every aspect of your life,” she predicts. Privacy law will be even more complicated. Fortunately, Orr is already thinking about solutions. **30**

Remember when scanning kiosks became commonplace in airports? Sierra Systems was one of the companies to deliver this convenience. And Robert Piasentin, the company's first in-house counsel, now general counsel, and still its sole attorney, was a key player in the deal.

Anticipating corporate legal trends, and both national and cross-border regulations, is how Piasentin spends much of his time overseeing the legal function for Sierra Systems, which employs almost 900 people across Canada and the United States. Two years ago, for example, he began preparing the IT and management consulting services company to comply with Canada's Anti-Spam Act. At the end of 2013, when it was announced that the Act would be proclaimed into law on July 1, 2014, Piasentin says, "We had little left to do to adjust to the introduction of the legislation."

But before being proactive, Piasentin had to get organized. When he came to Sierra as its first in-house counsel in its more than 45-year history, his primary focus was on contract processes. Sierra Systems was signing a significant number of contracts, both in the public and in the private sectors, and the majority of those contracts were receiving little to no legal review. "Basically, we got it to the point where no contracts were allowed to be signed without my approval," he says. Once the process was established, Piasentin trained his business partners. He empowered them to manage contracts by implementing a standard set of legal precedent documents that addressed the core legal issues facing the company on a daily basis. This allowed Piasentin to focus on complex legal issues in both the US and Canadian markets.

Based in Sierra Systems' Vancouver headquarters, Piasentin began his legal career at Ladner Downs (now Border Ladner Gervais LLP) in British Columbia, and earned his law degree at the University of Toronto and his master's degree in intellectual property law from the University of London. Through his experiences studying and working overseas, Piasentin developed a global perspective that he says he brings to his role at Sierra Systems every day. His contacts and understanding of cultural differences comes into play most during negotiations, he says. Piasentin used these skills to minimize costs in the sale of Sierra Systems' Romanian operations to a local Romanian purchaser.

Piasentin is passionate about sharing his knowledge with others. He has been a guest columnist and editorial board member for *Canadian Lawyer In-House* magazine for the past two years. In this role, he fields questions about technology-related legal issues and how they impact in-house lawyers. "A lot of the writing about working in-house comes from lawyers who work in big legal departments," he says. "And there's a lot of us out here in Canada anyway who are working in-house all on our own."

A similar drive made him eager to work to establish a British Columbian chapter of the ACC (ACCBC). "There wasn't a concerted effort of doing things consistently so that people could satisfy their continuing education requirements," he says, "but we also wanted to facilitate interaction amongst in-house colleagues, because without that facilitation, we don't come across each other very often." The ACCBC was launched in July 2012, and it's been a professional and personal success for Piasentin ever since. **30**



Robert Piasentin
GENERAL COUNSEL
SIERRA SYSTEMS

AGE: 40*



Lisa Seilheimer
SENIOR CORPORATE
COUNSEL
CDW CORPORATION

AGE: 39

This summer, Lisa Seilheimer will race in her 13th and 14th triathlons. It's a sport that takes a long time to train for, she says, and to do so, she wakes up early every morning to run, bike or swim before work. Besides being a good stress reliever and helping to "put everything in perspective," Seilheimer's training gears her up for her daily race in the office. As senior corporate counsel for CDW, she says she focuses on outrunning innovations that are constantly reshaping the technology field.

CDW offers hardware, software and integrated technology solutions, such as cloud computing and virtualization, to more than 250,000 businesses of all sizes. As a result, Seilheimer says that her in-house clients are extremely sharp and on the cutting edge of technology. In lockstep with these business partners, the legal team of 12 attorneys works on a variety of legal, compliance and regulatory matters. Recently, ongoing mandate changes have kept Seilheimer focused on privacy and security matters.

The broad range of matters Seilheimer handles includes compliance with HIPAA, CAN-SPAM, social media and advertising laws, and data breach laws. Seilheimer holds a CIPP/US certification through the International Association of Privacy Professionals. She has partnered with CDW's Information Security team to update the company's Information Security policies, which, for example, allow coworkers to bring their own devices to work, with the stipulation that CDW installs security management software on each device. She's also been successful in enhancing and automating CDW's data incident response process. Now, in the event of a suspected incident, automated notification engages a cross-functional team so that they may react appropriately. For example, a lost iPhone can be immediately disabled.

Seilheimer and her team have implemented training programs to keep co-workers up to speed on company policies regarding privacy, data protection and security. She says many of CDW's customers are concerned with the same issues: "So even though I don't interface with them directly, it's nice to know that legal touches the end customer."

Never shying away from support and collaboration, Seilheimer says her peers and mentors have been essential to her progress. "At every stage and in every position, starting early on with Judge Leonard Wojtecki, Judge Lynn J. Bush and Judge Kermit E. Bye, I've been surrounded by strong leaders and talented attorneys who have taken an interest in my professional development and encouraged me at every step," she says. "They have served as both inspiration and support."

To pay it forward, Seilheimer has tried to cheer from the sidelines for others and devotes much time to pro bono work. She has been a member of a pro bono trial team in a homicide defense case, provided contract dispute assistance to underserved clients, and counseled a local charter school on First Amendment issues. She is a Fellow of the Illinois Bar Foundation, and has served on the Women Everywhere Committee, which pairs attorney volunteers with community service organizations.

When asked what advice she would give to new in-house counsel, Seilheimer says, "It might be most important to be a positive force at work, which sometimes means choosing to have a positive thought, instead of a negative one." And if that's not possible, Seilheimer says to go for a swim, or a bike ride, or a run. **30**

honorable mentions

Aurélie Vanden Broecke accepted her position as senior expert legal counsel at bpost because she was looking for further challenges. Taking the Belgian mail delivery company public in only four months gave her the opportunity she was looking for. The company, which is based in Brussels, is one of the largest employers in Belgium and one of its most visible. bpost's fleet of post and parcel delivery vans reaches every corner of the small European country.

Broecke lead the corporate track of the transaction and interactions with shareholders, including the Belgian State, which owns a majority stake in the company. Working with all stakeholders from the start was key to filing the IPO quickly. "Keeping track of all key milestones with a clear timeline for each party really helped the process," she says. On top of that, the bpost IPO was conducted in four languages: Dutch and French for Belgium, English for Canada and the United States, and Japanese for the public offering without listing in Japan.

Broecke, who earned her LLM from New York University and practiced law in Belgium as well as the United Kingdom, has a keen understanding of legal interconnectivity. She follows European laws closely to ensure bpost is compliant. When the license plates for cars were changed to comply with a uniform European regulation, bpost started providing service to all citizens enabling them to replace their license plates by mail in a very short timeframe.

In addition to her full-time job and raising two small children, she is an assistant law professor at the Université Libre de Bruxelles where she shares her real world experience and the "flavor of being a lawyer." For Broecke, that flavor is an international mélange that blends together flawlessly.



Aurélie Vanden Broecke
SENIOR EXPERT
LEGAL COUNSEL
bpost

AGE: 33

Rafael Barreto Garcia remembers being asked to build CEITEC's legal department from the ground up: "I felt like I was in the middle of the desert," he says. The government-owned company in southern Brazil, which manufactures semiconductors and microchips, was founded in late 2008. GC and CLO Garcia says its Porto Alegre location is known as "Brazil's Silicon Valley."

CEITEC faces unique challenges because of its public status. To hire his team, Garcia had to have a competition and advertise it in local papers. He eventually hired lawyers who specialized in intellectual property, public law, constitutional law and contracts.

Garcia's legal department helps streamline bureaucratic processes that can hinder foreign investment. For example, they often contact foreign companies directly and confirm that all documents are in order before submission to the Brazilian government. Garcia is intimately familiar with the Brazilian courts because he clerked for six years prior to his appointment as CEITEC's first-ever general counsel.

The Brazilian courts traditionally favor labor over business. With that in mind, Garcia oriented the legal department to always "prevent, rather than litigate." He fostered an open dialogue with employees during free time where they could communicate with board representatives. His aim is always to gain trust by playing fair, he says.

Although the corporate counsel community in Brazil is still developing, Garcia believes it will grow as companies continue to realize that in-house legal departments can help lower costs in their litigious environment. Just last year, Garcia helped save CEITEC \$9 million by avoiding court. In-house counsel now have a seat at the table of all CEITEC business meetings.



Rafael Barreto Garcia
GENERAL COUNSEL
CENTRO NACIONAL DE
TECNOLOGIA ELETRÔNICA
AVANÇADA S.A.

AGE: 35



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