

# *Sea Change: How Corporate Governance Demands Are Elevating the General Counsel's Job*

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**Compiled and edited by E. Leigh Dance**  
**Executive Director, Global Counsel Leaders Circle**

The *Global Counsel Leaders Circle* is an invitation-only, exclusive forum of high-level corporate counsel in international roles. [www.gcleaderscircle.org](http://www.gcleaderscircle.org)

## *Sea Change:*

# *How Corporate Governance Demands Are Elevating the General Counsel's Job*

**Compiled and edited by E. Leigh Dance  
Executive Director, Global Counsel Leaders Circle**

This report was prepared in spring 2014 for the corporate executives that participated in interviews and for *Global Counsel Leaders Circle* members. Target Topic reports are produced as issues arise of significant interest to members.

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## Foreword

E. Leigh Dance

ELD International, the consultancy I lead, organized a seminar in spring 2014 for Boards of Directors, Audit Committees, and heads of Legal and Compliance in larger quoted Italian companies. Our focus was the General Counsel's changing role in corporate governance. In preparing my seminar presentation, I gathered insights from leading General Counsels I know. I was astounded by the breadth of governance-related changes sweeping the profession and fundamentally expanding and elevating the senior corporate counsel's job.

The demands on General Counsels from their Boards of Directors and other stakeholders have grown in countless ways. The General Counsels with whom I spoke internationally, as well as the corporate executives and directors, were eager to talk about what the changes mean in their work. While GCs relish their important seat at the top table, they also recognize the potential landmines discussed here. Corporate governance demands translate to more work and greater finesse. The GC's profile and risk exposure has definitely risen.

While some General Counsels admirably meet the challenge, many legal chiefs in international companies lack competencies needed for their evolving roles. These competencies surely were not in their job descriptions in the past, but they must now improve skills and gain new abilities in order to meet expectations. The requirements are equally important for those reporting to the legal chief—today's demands mean that new skills are needed throughout legal and compliance teams.

This report aims to provide helpful guidance to senior corporate counsel as well as those who select and work with them. Our research was conducted with legal and compliance heads of larger global companies headquartered in North America, greater Europe and the Middle East, and this report has implications for GCs of companies everywhere.

Eight current group General Counsels that I highly respect agreed to take part in extensive individual interviews. I also spoke with two corporate Chairmen of Boards, an Audit Committee Chair, private practice lawyers and executive search firms. I incorporated relevant comments from discussion sessions among *Global Counsel Leaders Circle* members over the last 18 months; made up of senior counsel in multinationals from Accenture to Coca-Cola to Dubai World. Those named in this report gave their permission; others asked to be unnamed. I am very grateful for your valuable participation, and I hope this report makes the time you took worthwhile.

For those of you reading, I hope this report gives you a more comprehensive understanding of these very important changes and their implications. I look forward to your comments.

*E. Leigh Dance is Executive Director of the Global Counsel Leaders Circle. She is also President of ELD International LLC, a global legal services consultancy she founded in 1993, after management positions in financial and legal services. Dance has advised many premier global legal departments and law firms worldwide. She lives in New York and Brussels and works internationally. [eldance@ELDInternational.com](mailto:eldance@ELDInternational.com)*

## Introduction

Bruno Cova

The General Counsel has gained a major and growing role in corporate governance, at a time when legal risks have become of paramount importance to Boards of Directors and shareholders. Through this *Global Counsel Leaders Circle* report, Leigh Dance addresses a range of implications of this very important trend affecting the legal profession and companies worldwide. It is a thoughtful report that gives market players a very useful tool.

General Counsels typically have multiple responsibilities, all of which play a role in corporate governance. They directly provide legal advice to the Board of Directors and senior management and, through the legal department, advise senior and mid-level management; they administer the legal department; they procure and manage outside legal services; they participate in the senior executive team. These roles intersect and are beneficial to the company, and more generally, to society.

The General Counsel thus helps to steer the policies and responses of the corporation and its leadership in socially-desirable directions-- in directions that maximize the chances of business success that protect the company's assets that diminish opportunities for wrongdoing and induce the corporation to act as a "good citizen."

Companies today face high legal risks, heightened enforcement and public attention. No one within a corporation is as well-equipped as an in-house lawyer to support the Board and senior management on addressing these challenges. A General Counsel's active role in corporate governance can often result in her biggest contribution to the corporation's and to its many stakeholders' well-being.

This amplified role for the General Counsel brings far greater risks for the individual. When a crisis erupts, corporate governance is both an opportunity to shine and the in-house lawyer's most testing proving ground. It is riddled with difficult choices, obstacles and challenges to the corporate counsel's independence. Corporate governance is the battleground where legal careers are launched or may end in ruin. It is a battleground which is here to stay, and will become more important in defining the profession of corporate counsel.

Leigh Dance and the participating General Counsels that have given their insights here provide a very timely roadmap for corporate counsel to understand the range of issues and potential pitfalls, and take actions to prepare.

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## Global business and regulatory trends drive the General Counsel's growing role in governance:

- Rise of legal risk: Every major corporate risk today and every major crisis presents potentially serious legal issues. Legal risks or legal consequences of other corporate risks can severely damage or destroy companies in a short time.
- Proliferation of global regulation: 40+ countries have anti-bribery laws, more than 45 have data privacy and protection laws, etc.
- Increased enforcement actions by regulators.
- Increased shareholders' activism in listed companies (particularly in the US).
- Crises are more common. In an interconnected global economy this is due to public interest in private sector activity, and fast information flows - internet and social media.
- Paramount strategic importance of compliance to the company; due to negative impact of compliance issues (reputational damage, financial performance, enforcement actions, disputes, etc.).
- Control is a greater priority for leaders than growth, for many Western companies today.
- Social activism prominence in mainstream media, with a continued focus on the activities of companies and banks, and spotlight on various other sectors.
- Mistrust of business; this has arisen from the financial services crisis and highly-publicized frauds (Enron, Parmalat, etc.)
- Regulators continually seek more detail on how the company is governed.
- **The Board, more than ever, is in the spotlight.**

## Changes we see for General Counsels of larger listed international companies worldwide:

- The most obvious change is a tremendous increase in the time that General Counsels spend on work with Boards of Directors, audit and other committees.
- The General Counsel is expected to have a broad perspective on the company: understand the business, its history and its competitors; understand regulatory developments and the implications for, or challenges of, disputes.
- The General Counsel often leads interaction with regulatory officials and is a senior player on the crisis management team.
- Boards seek guidance and involvement from the General Counsel not only on legal and compliance risk - also on other types of risk to the enterprise.
- In many companies the chief legal officer has gained responsibility for the corporate secretary, ethics, compliance and government affairs functions. A very recent trend is to move the communications function under the legal chief (generally for B2B companies).
- At the same time, the role of chief legal officer may be constrained by the growing role of other corporate officers, e.g. the chief compliance officer.
- Boards are increasingly expecting the GC to help them look forward, recognize risks on the horizon and begin mitigation.
- There are frequent shifts in relationship and balance of power between compliance and legal, which often have overlapping roles with leadership.
- Communications are an increasingly important part of the General Counsel's job – with the Board of Directors, committees, regulators and various stakeholders.
- Independent directors and Board committees increasingly involve external independent advisors, which may create friction with the management and the General Counsel.
- General Counsels face increased personal risk: criminal, regulatory, contractual, and reputational.

**Changes we see for General Counsels of larger listed international companies worldwide, continued:**

“There are 2 primary fiduciary duties of the Board. The first is care: to make sure that oversight is provided and decisions made with full information and appropriate sound process. The second is loyalty: the Board must be completely focused on acting in the company’s best interests. The legal chief’s breadth of knowledge of key corporate functions makes him/her critical to facilitating the Board’s execution of these duties. Because of this, the Board expects independence and objectivity from the legal chief. This expectation is simple to articulate and, because of the legal chief’s role within the management team, may be very challenging to achieve.”

*- John Stout, Chair, Committee on Corporate Governance and member of Governing Council, Business Law Section, ABA*

**“The degree of involvement of the General Counsel in meetings of the board and its committees has risen continually... Besides offering legal expertise and advising on risk exposure, liability, compliance, and governance, General Counsels take a broader view that encompasses the company’s reputation and integrity.”**

*- Jörg Thierfelder, Egon Zehnder*

“Given the heightened regulatory, compliance and enforcement environment, risk management has become very prominent in audit committee discussions. Risk management has become a much greater focus and is top-of-mind for the audit committee and Boards generally. The focus has moved beyond the hot topics such as anti-corruption, and the interest is more broadly in compliance. General Counsels are the primary line to the audit committee regarding identification and disclosure of these issues.”

*- Global technology services, management consulting and outsourcing company*

“Boards have (gradually) become more aware and savvy about legal risks, with the rise of data protection and anti-bribery legislation, in particular. That rising awareness applies directly to a higher expectation of what Directors require of General Counsels.”

*- Bill Mordan, General Counsel, Reckitt Benckiser*

**Changes we see for General Counsels of larger listed international companies worldwide, continued:**

“Recent perceived public Board failures like Hewlett-Packard and JP Morgan Chase have focused Boards on staying in tune with legal and governance risks.”

- Tom Sabatino, General Counsel, Walgreen

“More often today, General Counsels play the role of public advocate for the company. To advocate effectively, the General Counsel must be out in front on issues and build and maintain diverse networks of influence.”

- Peter Beshar, General Counsel, Marsh & McLennan Companies

**“There is increasing demand for demonstrable processes to protect management of risk and ethics... We see an increase in Ethics functions in many UK corporates, often reporting to the General Counsel.”**

- Richard Tapp, General Counsel, Carillion plc

“Leaders, including General Counsels, today seem to be struggling to find their way through seemingly irreconcilable needs of different stakeholder groups. Fundamental social shifts are dramatically changing the task of leadership, and also dramatically changing our expectations of corporate leaders. Competence and experience are no longer sufficient. The most critical issue is trust. To be an effective leader you need to be trusted. Markets drive efficiency and create wealth, but to work effectively markets require trust that the system is honest and fair for all. The General Counsel is at the centre of this movement.”

- Joost Maes, Partner, Egon Zehnder

“The Board looks for clarity from someone who considers the risks and responses on a daily basis... The Board wants the General Counsel to provide assurance that management is taking appropriate steps to address future risks.”

- Bill Mordan, General Counsel, Reckitt Benckiser

**Changes we see for General Counsels of larger listed international companies worldwide, continued:**

“The General Counsel in general has had to become more engaged in corporate governance, aside from [whether she or he is] Corporate Secretary. The continued rise of shareholder activism in the US and abroad, as well as the increased scrutiny of the Board’s responsibilities around compensation, means that the General Counsel must be a close advisor to the Board.”

- Tom Sabatino, General Counsel, Walgreen

“The General Counsel is becoming more involved in Enterprise Risk Management. I know of several GCs who have overall responsibility for ERM. And most GCs (including me) sit on Risk Committees. This goes beyond legal risk, and includes the top risks for the organization.”

- GC with Fortune 100 retail consumer company

“In the face of uncertain future regulation and legislation, Boards expect the General Counsel to have a diplomat’s insight to predict global and local political trends.”

- GC with UK-headquartered global conglomerate

**“The increasing aggressiveness of both traditional shareholder activists as well as financial players like hedge funds have made directors feel like they have someone always looking over their shoulders. It is natural to turn to the General Counsel to help them navigate these tricky waters.”**

- Tom Sabatino, General Counsel, Walgreen

“Data privacy and cyber-security is top-of-mind for most Boards, especially those that have entities dealing with consumer data.”

## New expectations of General Counsels by Boards of Directors:

- In larger international companies where the General Counsel runs a suite of linked functions including legal, the primary role may be, first and foremost, to protect reputation.
- Directors turn to GCs to help them navigate the tricky waters, since traditional shareholder activists as well as financial (hedge funds) activists make them feel they must “always look over their shoulders.”
- Boards of Directors and Audit Committees are expected to be more involved on legal and governance issues and so they ask GCs for legal guidance, particularly on risk identification and disclosures.
- In some countries, corporate boards tend to be unclear about what types of assistance, information and guidance they can expect of the GC in relation to legal, compliance and reputational risk management.
- The corporate secretary work is often delegated by the General Counsel when he/she also has that role, and the function typically supports and advises non-executive directors.

**“The demands cannot be met by the General Counsel alone. Our entire legal function, including the compliance and corporate governance team, places a major supporting role in my interactions with the Board and other stakeholders. Every in-house lawyer today must reach far beyond strictly legal issues to understand, interpret and articulate the primary risks to the business, and help to reduce those risks.”**

*- Marco Reggiani, General Counsel, Snam*

“GCs today need to be able to provide strategic business input and be commercial in doing so; an increased proportion of time is spent on business strategy and advice vs. pure legal advice.”

“Our board meeting minutes from the late 1990s were two pages long. Now they are 15 pages, plus you have all the committees. It's a miserable trend.”

## **New expectations of General Counsels by Boards of Directors, *continued*:**

"I speak regularly to the Chairman of the Board and the Chair of the Nomination and Governance Committee between meetings on governance developments as well as specific issues that arise."

"Boards are interested in things they would never have raised a few years ago. For example, when we recently entered a new line of business relating to offering our own pre-paid debit cards, the Board wanted a deep dive on our processes on anti-money laundering."

"There's a greater emphasis on having joined up crisis management/business continuity plans, including detailed step plans, reputation management engagement and testing and running of full crisis exercises."

**"General Counsels are expected to have a better understanding of the working of the Board, and play the role of both "man of affairs" and keeper of corporate conscience, not just technical lawyers."**

"While we spend far more time managing up, we should always continue to do some legal work. Some General Counsels end up in 'no man's land' when they cease to do legal work; it's dangerous. It's too easy to lose your *raison d'etre*."

## Changing governance role drives new skill requirements

One executive summed it up well:

**“The General Counsel job is evolving into a business role requiring leadership and management skills and a specialized expertise in legal and compliance matters.”**

The same global business and regulatory trends that drive the changes that we outline in this *Target Topic* report have also catapulted the head of legal in the corporation into the spotlight. GCs are elevated to a far more important role-- one that has a heightened contribution to the company's future.

John Stout, who advises companies globally on governance, chairs the ABA's Committee on Corporate Governance and sits on the Governing Council of the ABA Business Law section, comments:

**“Given what the Board needs from the legal chief today, this executive must have a very broad vision, a deep skill set and be a superb communicator. It's a very challenging job, with many stakeholders in and outside of the company whose concerns must be balanced and whose demands increasingly require the legal chief's attention. It's no surprise, given their multi-faceted role, that chief legal officers are increasingly considered as CEO candidates.”**

Many companies don't yet utilize their General Counsel in the various ways described here, but the trends suggest that more will want to do so, particularly with the rising caliber of incumbent legal chiefs. Not surprisingly, many General Counsels have only a portion of these skills. If the GC has not encountered a demanding situation or crisis requiring special governance attention, no one may actually know which competencies the GC actually has.

One thing is clear: each person in a global company that heads legal or aspires to head legal must regularly consider the skills that need improvement and address how to improve competencies that will be necessary in the future. Those who can demonstrate their abilities will weather storms far more easily-- to the benefit of their employer-- and be in very high demand.

Some of these competencies are so-called “soft skills” that aren't always learned with experience and certainly aren't taught academically but can be crucial to high performance in the higher profile General Counsel job.

## Changing governance role drives new skill requirements, *continued*

Many senior in-house counsel today make an effort to round-out their skills set while on the job. More and more General Counsels and their direct reports keep a close network of peers with whom they can discuss their challenges, approaches and seek advice or a fresh perspective, or join groups such as the Global Counsel Leaders Circle. This can be a very valuable aid.

In our discussions with legal chiefs and those who select them, as well as the top executives they work with, we compiled this list of competencies for GCs today.

### Competencies

- Advocacy aptitude and experience
- Business acumen
- Calm temperament
- Communications skills
- Crisis management ability
- Foresight and identification of trends
- Independence
- Integrity and good ethics
- Judgment
- Leadership competency
- Legal knowhow
- Management skills (including ability to involve and coordinate internal and external resources, as well as delegate)
- Media awareness
- Negotiation skills
- Problem solving ability

## Changing governance role drives new skill requirements, *continued*

Joost Maes describes needed qualities over and above the various competencies above:

"There are four essential elements for today's General Counsel to gain the trust that is required to effectively respond to multiple stakeholder interests. These elements are: curiosity, insight, engagement and determination. In other words, leadership is more than ever about character and values. Leaders today must be deeply motivated by the opportunity to be of service and make lasting improvements. Being guided by a clear purpose enables leaders to be resilient in the face of extraordinary volatility and change. General Counsels in today's corporate world have to be those leaders."

The communications ability of the GC is essential:

**"GCs must continue to distill complex risk and legal matters in concrete, cogent and concise language that Directors can appreciate. This is more important than ever, because business, regulation and legal risk are more complex than ever, and directors cannot appreciate the connections and the challenges without clear explanations."**

- Bill Mordan, GC of Reckitt Benckiser

"First and foremost, a **strong sense of integrity and a good ethical compass** to navigate what are often uncharted territories. The Board recognizes pretty quickly when the GC (or any senior manager) is being straight about issues or is trying to please directors."

"Second, **an excellent communicator**. Few board members are lawyers so you have to be careful not to use too much legal jargon - they want to understand the real world issues and get practical advice. If you try to impress them with your brilliant legal mind, they will feel either that you are trying to talk down to them or are hiding something behind the legal 'mumbo jumbo.'

"Third, **good judgment and balance**." The GC has to be the cool head in the room, especially in tough situations. It is more important that you demonstrate a deep understanding of the business as well as your ability to find practical solutions to business challenges. *continued*

## Changing governance role drives new skill requirements, *continued*

"The GC needs to know a good bit about a lot of things, but no one expects the GC to be the expert on everything. One of the primary skills for General Counsels today is to act as a true business partner."

- Tom Sabatino, GC, Walgreen

**"We should expect that Boards of Directors will be increasingly involved in selecting the company's legal chief. Boards are increasingly aware of the need to have confidence in the legal chief's judgment and skills, as well as the legal chief's ability to effectively assist the Board in the discharge of its duties and responsibilities."**

- John Stout, Chair of ABA Committee on  
Corporate Governance

## How changing governance demands affect the entire legal department

To deliver corporate legal services and effectively manage legal risks today, it takes a village-- as the saying goes. The changing competencies required of corporate legal chiefs today cascade to every member of legal and compliance.

Junior and mid-level in-house counsel and professional staff in the legal department must develop the following competencies (from the list on page 13) in order to excel in their jobs and support the General Counsel as he rises to the expectations of the Board of Directors and diverse stakeholders.

- **Communications skills** – Perhaps the most important emerging skill for in-house legal professionals is the ability to communicate clearly and succinctly with business vocabulary, using consistent terms and avoiding legal jargon-- both in written and oral communications. Equally important skills are to understand when to communicate in writing and when to use other channels, how to effectively use emails, how to be a good listener and succinctly provide advice.
- **Business acumen** – In-house legal professionals must thoroughly comprehend and use the business language of the company and fully understand both business strategy and operations. The legal staff must know key financial terms and acronyms. They must be familiar with the fiduciary responsibilities of corporate leadership and what that means in day-to-day issue identification and decision making.
- **Integrity and good ethics** – the indispensable foundation of a credible legal and compliance team. The company's code of ethics provides the compass, and legal professionals should regularly discuss what it means in terms of how they carry out their work and their interactions in and outside the company day-to-day.
- **Legal knowhow** – Technical legal skill is often assumed, but it is not static. Every legal department should review and clarify what skills are needed and where improvements and new skills may be necessary. This must be done in light of current goals and challenges of the business, changes in law and regulation, and recent issues or enforcement actions.
- **Negotiation skills** – Solid negotiation skills serve in-house lawyers well in partnering with the business and in working with outside parties.

## How changing governance demands affect the entire legal department, continued

In-house professional development should include training and on-the job learning opportunities in the above areas. In-house legal staff evaluations and feedback should address these competencies as well.

Senior in-house counsel (1-2 levels down from the GC in smaller law departments, 3 levels down in larger global companies) must focus on developing select key competencies from the list on page 13 to effectively execute their responsibilities and serve the General Counsel:

- **Advocacy aptitude and experience** – The ability to advocate for the interests of the company with government officials and various stakeholders. This requires a keen understanding of laws, regulations and enforcement practices for the business in the jurisdictions where it operates. It also requires a broad strategic vision to appreciate the concerns of diverse stakeholders and interest groups.
- **Crisis management ability** – Often the GC appoints direct reports to dedicate their time for a set period to manage a particular issue or crisis. This experience is an important learning ground. Each senior in-house lawyer should identify the areas where he/she lacks experience and make a plan to obtain advice and guidance in those areas in order to round out crisis management competencies.
- **Foresight and identification of trends** – The GC cannot be alone in spotting emerging trends and issues out on the horizon for a global company. Senior counsel must be on the alert to spot upcoming issues and consider the implications for the business. They should be attuned to industry and regulatory trends and regularly inform the General Counsel.
- **Leadership competency** – This includes business partnering skills, inspiring and motivating people, and communicating as a leader.
- **Management skills** – At the senior counsel level, management skills extend beyond strict legal project management. The senior counsel should develop skills in involving and coordinating multi-disciplinary internal and external resources as required based on the issue such as corporate communications, audit, investor relations, data management and reporting.

## How changing governance demands affect the entire legal department, *continued*

- **Media awareness** – Every senior counsel should develop an understanding of how social media and other information distribution channels operate today. Following the news is an important way to learn about how the media's handles various companies' issues and crises, how mistakes occur and ways to resolve problems.
- **Problem solving ability** – By the time a problem takes the senior counsel's attention it is likely complex and without an easy solution. The senior in-house lawyer must be able to quickly grasp and prioritize the issues and be able to clearly communicate the key elements to the GC and other audiences.

## Measures to Protect the General Counsel

In the Introduction, Bruno Cova speaks of the flipside to the opportunities arising from the General Counsel's elevated job:

**“Corporate governance is the battleground where legal careers are launched or may end in ruin. This amplified role for the General Counsel brings far greater risks for the individual. When a crisis erupts, corporate governance is both an opportunity to shine and the in-house lawyer’s most testing proving ground. It is riddled with difficult choices, obstacles and challenges to the corporate counsel’s independence.”**

We provide here suggested measures to protect the General Counsel, taken from advisors including Cova, discussions among Global Counsel Leaders Circle members and guest speakers at our conferences.

1. Remember that the General Counsel's main legal risks in corporate governance and crisis management come from the reaction to a problem, not from the problem itself. Examples are obstruction of justice and providing misleading information to markets, regulators or the Board of Directors.
2. Take time to find and understand the underlying facts related to the issue, for Board communications and when reviewing disclosures to the markets or other stakeholders.
3. Corporate governance issues are often highly sophisticated and complex. Before proceeding with a course of action it is wise to delegate to a specialist or seek their advice - within your legal department or with law firms (e.g. cross-border internal investigations, or reviewing public disclosures on complex financial transactions).
4. Take care to protect your independence and how it may be perceived. Avoid actions that may suggest you are acting in the interest of individual executives, rather than the company.
5. It is risky for the General Counsel to make public comment in a topic area that may be connected with the area of a regulatory inquiry, investigation or dispute in which the company is involved. Best to avoid it.

## Measures to Protect the General Counsel, *continued*

6. Maintain strong reporting or communication lines with the Board of Directors so that they know you and your competencies, and so that you are better able to balance and withstand management pressure.
7. Devise and recommend corporate governance measures (e.g. the involvement of the Board in the selection and replacement of the General Counsel) that will ensure that in a corporate governance crisis (e.g. when the company's CEO is under investigation) you can act with the necessary independence.
8. Stay "employable," so that you can always do what you think is the "right thing" while knowing that you have viable employment options in the unfortunate event that you lose your job along the way.
9. Seek out sounding boards - either outside counsel or, confidentiality obligations permitting, other General Counsels who have had experience in similar situations.
10. Consider using outside counsel or other external experts in the role of "bad cop" to deliver necessary messages to management that they may not like.
11. Be mindful of lawyer-client privilege issues.
12. Make sure your company's Director & Officer insurance policy covers legal and compliance department leaders.



The Global Counsel Leaders Circle is an invitation-only, exclusive forum of high-level corporate counsel in international roles. The Leaders Circle is an exceptional platform for substantive exchange among talented in-house counsel leaders worldwide. Participating counsel rank the Global Counsel Leaders Circle *top among external activities to improve their law department and aid in the legal team's professional development*. Conferences take place twice annually on two continents and members have frequent exchange, through webinars, a help hotline, benchmarking support and online briefings and data. For information on membership, contact Executive Director Leigh Dance at [eldance@ELDIInternational.com](mailto:eldance@ELDIInternational.com) or go to [www.GCLeadersCircle.org](http://www.GCLeadersCircle.org)

Members come from global companies including:

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The consultancy was founded by Leigh Dance, who speaks 3 languages and often works across multiple jurisdictions and remotely. A recognized thought leader in the global legal services arena, Dance speaks and publishes worldwide on regulatory, governance and compliance issues facing corporate leaders, including articles in *The Wall Street Journal* and *Financial Times*.

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