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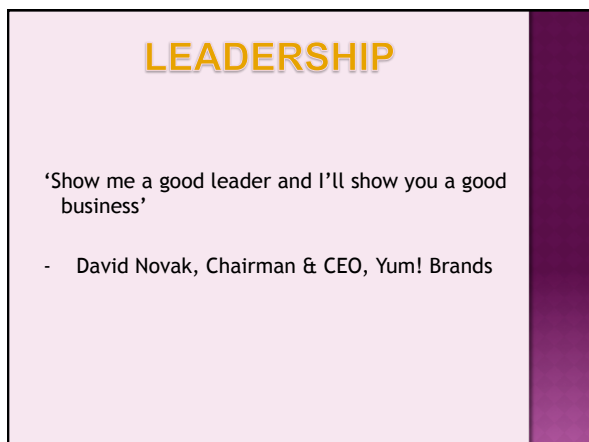
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## THREE QUESTIONS

- ◉ Can lawyers be leaders?
- ◉ Do lawyers need to lead?
- ◉ How do lawyers become leaders?

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## PERSONAL BACKGROUND

- ◉ Background:
  - City of London corporate lawyer
  - General Counsel since 1998
  - Legal writer, speaker and catalyst
  - Commercial executive, leading commercial teams
  - [www.deepakleadership.com](http://www.deepakleadership.com)
- ◉ Rubis International:
  - International FMCG, UK, Asia & Africa
  - Own brand
  - Distribution

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## WHY FOCUS ON LEADERSHIP?

- ◉ A passion for leadership
- ◉ White paper research
- ◉ A major challenge
- ◉ Our opportunity
- ◉ Objective to discuss, probe, facilitate and inspire

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## ORGANISATIONAL LEADERSHIP

- ◉ Law firms
- ◉ Legal regulators
- ◉ Government
- ◉ Business - public, private, global, local, executive, non-executive
- ◉ Not for profit, university, charity

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## SCALING THE OPPORTUNITY

- ◉ A broad canvas:
  - Leading law firms
  - Leading government
  - Leading in business?
  - Jurisdictional variances
- ◉ FTSE 100:
  - 10 out of 781 NEDs are lawyers
- ◉ FTSE 250:
  - 34 out of 1411 NEDs are lawyers
- ◉ Fortune 100:
  - 51% have lawyers on Boards

Source: Hedley May Board research

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## RUNNING A LAW FIRM/ BUSINESS

- ◉ The areas of overlap:
  - Need to make profits
  - Strong global and local focus
  - Ability to set direction and assess execution
  - Managing stakeholders
- ◉ The differences:
  - Investment decisions
  - Innovation and route to market
  - Complexity of business

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'Great leaders are almost always great simplifiers, who can cut through argument, debate and doubt, to offer a solution everybody can understand'

- Colin Powell, ex Chairman Joint Chief of Staff, US Government

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## LAWYERS AS LEADERS

- ◉ 'Nobody becomes a CEO straight away' - Chris Smedley, CEO GeoNetworks, ex General Counsel Colt Telecom
- ◉ The case for lawyers to lead, regardless of organisational context:
  - Strong intelligence & analytical skills
  - Ability to deal with high pressure situations
  - Ability to communicate
  - International citizens and experience
  - Ability to understand a broad cross section of business

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## HOWEVER.....

- ◉ Numeracy
- ◉ Experience of leading and inspiring large commercial teams
- ◉ Confidence
- ◉ Access to the talent pool

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## RISK & REWARD

- ◉ Do lawyers understand risk?
- ◉ Do lawyers understand reward?
- ◉ It's critical to be able to make decisions with less than 100% of the facts

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## KEY LEADERSHIP ATTRIBUTES

- ◉ Ability to motivate staff
- ◉ Ability to work well across cultures
- ◉ Ability to facilitate change

Source: Growing Global Executive Talent,  
Economist Intelligence Unit

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## HOW DO LAWYERS GET THERE

- ◉ GC as stepping stone?
  - Kenneth Frazier, GC Merck 2006 - CEO 2011
  - A great role, close to the business
  - Relationship with CEO/Chairman and stakeholders
  - Strategic and a full business partner
- ◉ Moving earlier in one's career?
- ◉ Improving soft skills
- ◉ Developing financial skills

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## HOW DO LAWYERS GET THERE

- ◉ Commercial acumen, whether MBA, L&D mixed with hands-on
- ◉ Mentoring & coaching
- ◉ Lobbying and partnering with HR, search & selection
- ◉ Importance of succession planning

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## CALL TO ARMS

- ◉ Legal leaders:
  - Spot them early
  - Develop them appropriately
  - Champion leadership
  - Celebrate its success
- ◉ What will you do on your return to develop your leaders?
- ◉ Look out for and support the leadership white paper

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## FEEDBACK AND Q/A

- Q/A
- [www.deepakleadership.com](http://www.deepakleadership.com)
- [deepak.marinedrive@gmail.com](mailto:deepak.marinedrive@gmail.com)

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