

### PROGRAM DETAILS & CALENDAR

## SERIES 1

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## MODULE 1

## BUSINESS & FINANCE

### CONTEXT

The most effective in-house counsel understand the key elements that drive their client's business and how those elements may be impacted by legal risks.

### PROGRAM

The business and finance module will give you an insight into those key elements by providing an understanding of:

- the interaction between good corporate governance and success in the financial markets;
- the measurement of corporate and financial performance through indicators such as accounting and cash-flows;
- the impact of financial drivers on business decisions; and
- the expectations of financial stakeholders.



### Charles Baker

A transition CFO and certified financial consultant, Charles regularly teaches finance at business schools in Paris.

With a banking and finance career spanning more than 35 years, he has occupied senior executive roles in major multinationals in Europe and the Americas. Charles has experience in a wide variety of industries, including power production, food, media, financial services, information systems, biotech engineering and infrastructure.

## CONTEXT

The role of the in-house counsel is to manage legal risk, rather than to solve legal problems.

This means not only identifying the legal issues, but also determining the risks those issues pose, focusing and prioritising resources on the risks that need to be addressed, and determining the most effective resolutions to manage them.

## PROGRAM

The risk management module will provide an understanding of how legal risks can be identified, assessed and managed with a particular focus on understanding risk in the context of a client's risk appetite, as well as the key principles of enterprise risk management.

It will also provide a toolbox that participants can use to develop legal risk management strategies for their clients.



### Léon Atkins - CEO, Obséy International

An in-house lawyer for more than 20 years, with considerable experience as a General Counsel,

Léon is Chief Executive of the governance, risk and compliance advisory firm Obséy International. He is also a mentor and judge with the University of Miami's LawWithoutWalls program, as well as an investor in legal technology start-ups.

# OPERATIONAL EFFECTIVENESS

## CONTEXT

Understanding the performance of the legal function, and how to optimise that performance in the context of both the legal risks it needs to manage, and its financial and other constraints, is critical to ensuring that it is efficient, adds value and remains relevant.

## PROGRAM

The operational effectiveness module will provide an overview of how to assess and maximise the effectiveness of the legal function, and will cover four key aspects of operational effectiveness within a legal function:

- resourcing models for legal competence and functional capacity;
- leveraging and automating functional processes;
- capturing, analysing, assessing and controlling performance; and
- continuous improvement in the context of existing challenges and emerging solutions.



### Luisa Edwards - Legal Director, Google

Luisa is a seasoned in-house lawyer; she has spent the last 12 years in the TMT sector.

Having spent time at Expedia.com as its EMEA General Counsel, Luisa now heads Google's forty-strong EMEA products and development team. In that role, Luisa spends a great deal of her time improving and maintaining her team's internal processes, systems and tools.

# COMMUNICATION

## CONTEXT

Being an influential player in any function requires an ability to build relationships and communicate effectively both within the organisation and outside of it. And, the success of the function will depend on your ability as its leader to influence the organisation positively.

## PROGRAM

The communication module will focus on developing your skills in:

- effective networking to develop and build long-standing, supportive internal and external relationships;
- building trust;
- developing social capital;
- the art of convincing; and
- public speaking skills.

This module includes a series of on-line follow-up video tutorials and webinars to ensure you can continue to develop your skills after the programme has concluded.



### **Kingsley Aikins, CBE - CEO, Diaspora Matters**

With a prestigious background in the promotion of trade between Ireland the rest of the world, Kingsley is recognised globally for his ability to develop, nurture and capitalise on relationships. He writes and speaks extensively on networking and is the founder and CEO of Disapora Matters, an international consultancy in strategy, philanthropy, networking and training.



### **Philippe Lamblin - CEO, Version Definitive**

Phillipe's background is as a playwright and theatre artistic director. Using his particular skills he has spent many years successfully coaching senior executives from large multi-national organisations in presentation skills, public speaking and persuasion techniques. He founded Version Definitive, a business-orientated training consultancy, in 2007.

# SERIES 2

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## MODULE 5

# STRATEGY

## CONTEXT

Having identified the risks that need to be addressed, and the best way of delivering solutions for those risks, you will need to develop a strategy for the function which aligns with the vision, strategy and goals of your client.

## PROGRAM

In this module you will get an understanding of what strategy is and why it is important, as well as:

- the fundamental principles of developing a strategy; and
- how to plan and execute a strategy for your legal function.



### **Kevin Neary - entrepreneur and strategist**

Kevin is the founder and former managing director of the GameStop Group in Ireland and the UK. Having built it from a start-up to a business with a turnover of more than €85m, he sold the business to GameStop Corporation in 2011. Kevin has been, and continues to be, involved in investing in start-ups and growing private businesses and has been involved in other successful sales of companies to multi-national organisations.



### **Daniel Molnar - strategy consultant**

Daniel Molnar has over 20 years of international experience in strategy, finance, marketing and sales, and has held general management and board-level positions. He has worked with a range of companies from start-up and emerging companies to large global corporations in periods of growth, stability and turnaround.

Daniel holds an MBA from the Wharton School of the University of Pennsylvania, an MA in International Studies from the Lauder Institute of the University of Pennsylvania, and a BA in World Politics from Hamilton College.

# SERIES 2

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## MODULE 6

# LEADERSHIP

## CONTEXT

Promoting, driving and successfully implementing the strategy of the legal function requires leadership. This fundamental attribute is required not only in respect of performance of the legal function, but also in ensuring a positive impact on the internal clients you support.

## PROGRAM

The leadership module will give you an overview of what it takes to be an effective leader capable of ensuring the success of your legal function. This will include:

- exploring the competency matrix that defines a leader;
- identifying your own leadership style;
- getting the best performance from yourself and your team;
- building the right team and
- handling conflict.



### Margaret Dimmock

A qualified lawyer, Margaret led Michelin's UK legal team for a number of years before, in recognition of her people management skills, she moved into various HR leadership roles within the wider Michelin Group. Latterly, Margaret helped develop and manage Michelin's senior executive coaching and management development program, where she acted as a coach and mentor to Michelin's future leaders. Margaret is now an international consultant and executive coach.