



BarkerGilmore

Turning Lawyers into Leaders and Developing Successors

GC AdvantageSM Webinar

January 2021



GC AdvantageSM

- Complimentary professional development program for corporate legal and compliance leaders.
- Visit the GC AdvantageSM page on our website for future & on-demand webinars
- Upcoming
 - **Data, Analytics, and KPIs, Oh My! How to Recognize and Use Metrics to Reduce Cost and Add Value**
February 10, 2021, 1-2pm ET
 - **Managing through Crushing Litigation and Disruptive M&A**
March 10, 2021, 1-2pm ET
Registration opening soon
 - **Preparing for Your First Year as GC**
April 14, 2021, 1-2pm ET

Questions & Answers



Submit questions to panelists at any time throughout the presentation via the **Q&A feature**. Questions will be answered at the end of the webinar.



You may use the **chat feature** to communicate with support staff regarding technical issues.

Featured Speakers




Marla Persky

Senior Advisor – **BarkerGilmore**
Former SVP, GC, & Corp Sec’y – **Boehringer Ingelheim**



A.B. Cruz III

Senior Advisor – **BarkerGilmore**
Former SVP & Divisional GC – **USAA**



Being a leader changes everything. Before you are a leader, success is all about you. It is about your performance, your contribution. It is about raising your hand, getting called on, and delivering the right answer. When you become a leader, success is about growing others, making those around you smarter, bigger, and better.

Jack Welch, CEO General Electric

What are
the
qualities
of a
successful
leader?



CEOs Identify the Following Skills Sets



WHAT LEADERSHIP SKILLS DO YOU NEED MOST?

These competencies were voted the most important for all management positions.



SOURCE ZENGER/FOLKMAN

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Qualities of a Leader

The qualities traditionally associated with leadership are:

Intelligence
Toughness
Determination
Vision

However, ... truly effective leaders are distinguished by a high degree of **emotional intelligence**.

EQ vs IQ

In his research at nearly 200 large, global companies, Daniel Goleman found that the chief components of emotional intelligence are:

Self-awareness
Self-regulation
Motivation
Empathy
Social skills

Leadership vs. Management

The words “leader” and “leadership” are often used incorrectly to describe people who are actually managing.

These individuals may be highly skilled, good at their jobs, and valuable to their organizations – but that just makes them excellent managers, not leaders.

Leaders are Managers Too


Leaders **help themselves and others** to do the right things. They **set direction**, build an **inspiring vision**, and **create** something new. Leadership is about mapping out where you need to go to “win” as a team or an organization; and it is dynamic, exciting, and inspiring.

Yet, while leaders set the direction, they must also use management skills to **guide** their people to the right destination, in a smooth and efficient way.




At its most basic, successful leaders ...

- Create a vision
- Develop the people around them
- Maintain an external focus
- Deliver results
- Own their failures
- Credit their team




Leaders aren't born, they are made. And they are made just like anything else, through hard work. That's the price we have to pay to achieve that goal or any goal.

Vince Lombardi



If your actions inspire others to dream more,
learn more, do more, and become more, you are
a leader.

John Quincy Adams



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

Colin Powell

Lawyers as Leaders

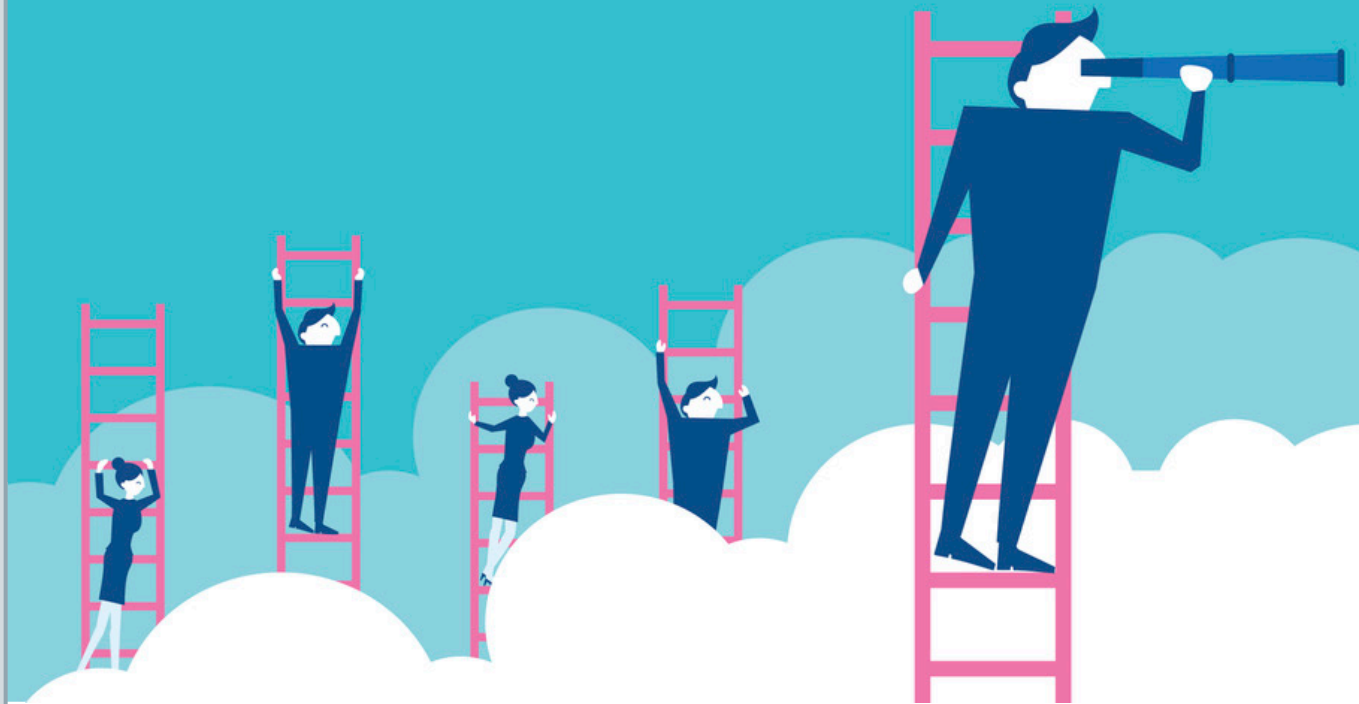
Stanford law professor Deborah L. Rhodes states:

“My central claim is that the legal profession attracts a large number of individuals with the ambition and analytic capabilities to be leaders, but frequently fails to develop other qualities that are essential to effectiveness.”

And she goes on to state:

“Many of our nation’s most revered and most reviled public figures have been attorneys: Abraham Lincoln and Thurgood Marshall; Joseph McCarthy and Richard Nixon.

How can you help your high potential performers learn to be leaders?



Modeling

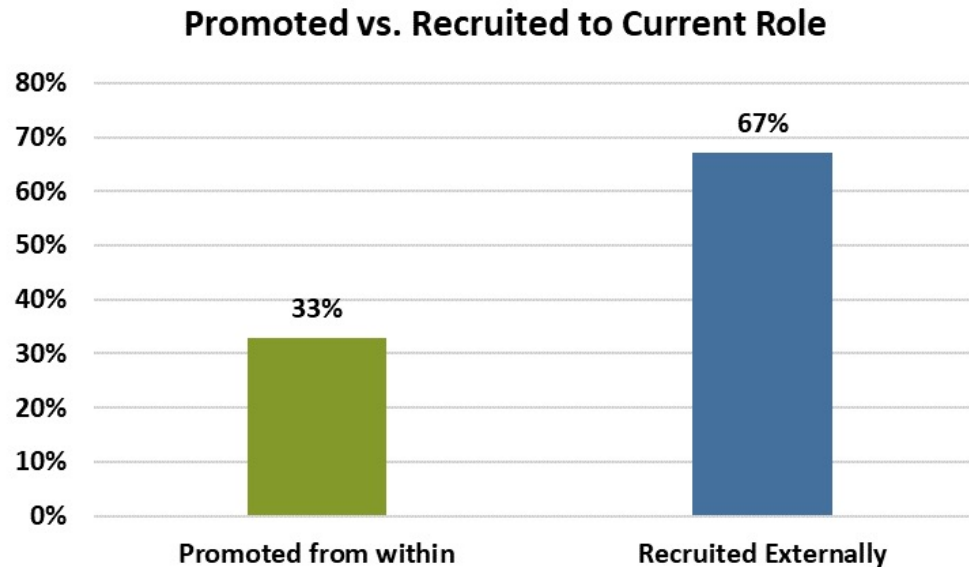
See one

Do one

Teach one ... **WALK THE TALK**

GC Succession Study

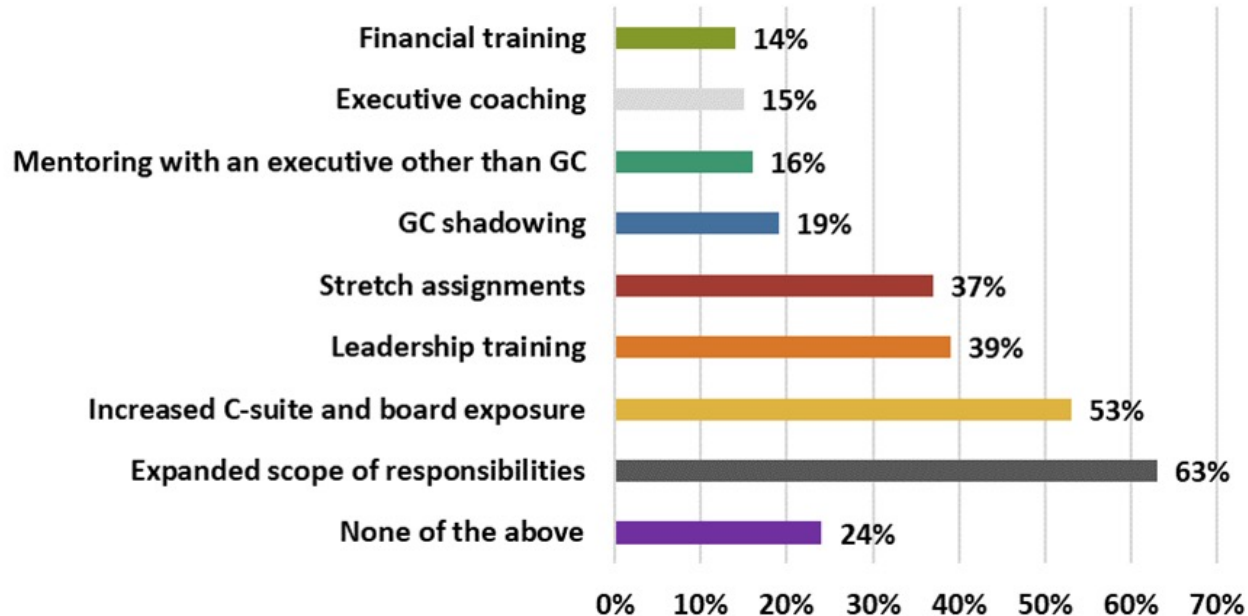
In a recent study by BarkerGilmore in which 241 sitting GCs/CLOs were surveyed, **33%** were internally promoted to the GC role.



GC Succession Study, cont.

Of those who were internally promoted, **76%** received professional and/or leadership development from their company prior to promotion.

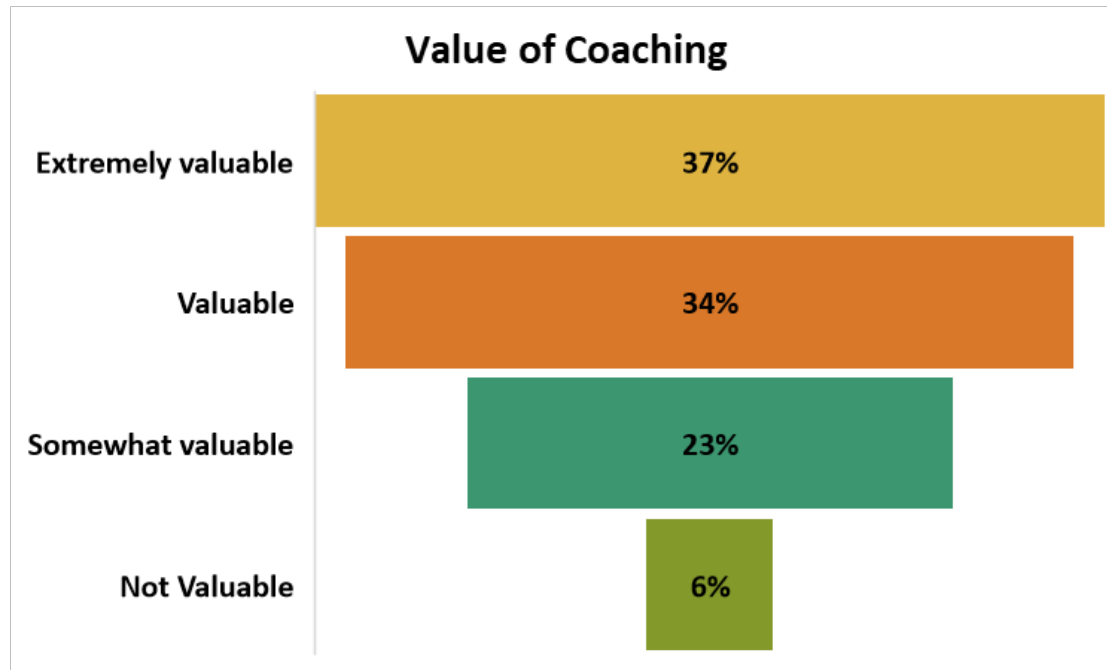
Company Provided Development Prior to Promotion



Coaching

56% of promoted GCs reported having hired an executive coach prior to promotion. However, only **15%** received that coach through their company. **41%** retained the coach out of pocket.

71% found the coaching to be extremely valuable or valuable




Coaching

Those who received coaching were more likely to be promoted from within (**50%**) than those who had not received coaching (**26%**).



Influence, Negotiation, and Communication

- Increased C-suite and Board exposure
- Lead discussions with regulators and stakeholders
- Promotion to Department Head (lead function or business unit)
- Promote to Deputy GC (broader portfolio; direct management experience)
- Committee involvement



Leadership is the art of causing people to believe
in your vision and help you achieve it.

Jack Welch



Q&A Session

Thank you for attending.



Please let us know how BarkerGilmore can help
you succeed.

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