



talking to stakeholders and colleagues about how legal are meeting their needs and what they expect from them.

The next step is to describe what legal do and identify where value is generated (for example, cost savings, customers happier with their contracts, and mergers and acquisitions support). Being able to describe this value is an essential part of communicating it to the wider business.

The group raised the point that internal marketing should be integral to the legal team s plan. Every new project is an opportunity to reiterate and demonstrate how legal adds value and supports wider company culture. Communicating this

- Assess team members' competency not just within the legal team but also across the business by involving commercial colleagues. This allows you to assess your team as lawyers and business people. Identify skills gaps and put in place appropriate training.

- Break down the vertical stack to ensure the right people are doing the right jobs. Look at the type of work being done by the lawyers in your team. One Board member's analysis revealed that 60% of their budget/resource was going on non-legal work. Create strategies to deal with this, either to demonstrate how non-legal work delivers value or how to stop doing it. This can also assist with motivating the team by letting them develop their practices without being held back by routine non-legal tasks.
- Get feedback from stakeholders. What do they want from

The LexisNexis In-house Advisory Board

Paul H. H. Executive Director, Cranfield School of Management

Paul joined Cranfield as an Executive Development Director in 2011, having spent 8 years as a Director with an international management consultancy. Much of his work focuses on leadership and management development, change and helping organisations and teams successfully implement strategies. He has particular and growing expertise in Leadership and Performance Management inside organisations. He has been conducting research in this area since beginning a Cranfield doctoral degree in 2007.

Originally from a legal background, Paul moved into a management role early in his career. He has held a succession of senior managerial roles in Blue Chip companies. He then moved into a management career in consultancy in 2003 before joining Cranfield. Clients he has worked with include the United Nations, Vodafone, Visa, PwC, IKEA, Skanska, Hermes, Flowserve, National Grid, United Technologies Corp, Euronext / NYSE, BT, Hansgrohe, DHL, De La Rue, Pierroth, Dalkia, and Capgemini.

Major assignments include:

- Developing leadership capability within a population of 800 leaders within the United Nations
- Improving Strategic Leadership within Vodafone
- Developing bespoke developmental solutions using innovative technologies and platforms for PwC

Introduction

You're sitting at your desk. Emails are flying backwards and forwards from sales, customers, law firms, your finance director. Where do you start?

As a result, we've developed an unrivalled portfolio specifically tailored to in-house counsel - providing practical guidance, legal resources, news and analysis, commercial and professional development tools and networking events to help you meet immediate and longer-term challenges, so that you get the best result for your business.

On one hand, you're re-igniting and managing risk. You have to know about almost everything from employment issues to large scale M&A. On the other hand, you know that understanding the business, stakeholder management and effective team management is increasingly critical to the role of the in-house lawyer. Further still, you want to add value to the business and to be seen doing so - not just for commercial reasons, but your own development.

At the same time, we're here to help you adapt to inevitable change. By working with senior in-house counsel through our Advisory Board, we ensure our information and guidance always keeps pace with practice.

No-one understands this the way we do. Why? We spend hundreds of hours every month listening to in-house lawyers. That's how we know every lawyer is different, as is every in-house team.

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