

ENTERPRISE



UNITED KINGDOM | MARCH 13 - 14 2017
CONFERENCE PROGRAMME



IN ASSOCIATION WITH
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Roundtable partners



ROUNDTABLES



DON'T SHOOT THE MESSENGER!

How do you deliver bad news to the board and the c-suite without damaging your personal standing? Points we will consider include:

- As a GC/legal adviser, how do you manage the interface with all the different stakeholders, inside and outside of the business?
- What is your role as adviser to the board in managing any media impact?
- What advantages are there, when undertaking reviews, to being an outside adviser as opposed to 'on the inside'?
- What are the positive steps GCs can take to mitigate against the chances of public censure?
- What are the practical tips GCs can use to help effect change in culture?
- The importance of building your personal brand with the leadership team as a trusted advisor, business colleague and ethical pathfinder.
- What's your role in managing the balance between employee welfare and company profitability?



USING DATA AND TECHNOLOGY TO OPTIMISE LEGAL PROCESS AND ADD VALUE

As the prominence of in-house legal departments continues to grow, so too, in many cases, does the scrutiny they are subjected to by the wider business. Rather than operating in a silo, legal are increasingly expected to be able to justify their cost and ideally, demonstrate a cost-benefit to their activities. But is becoming a net positive actually possible? Or is framing the question in a traditional cost sense inapplicable to legal? We discuss the changing role of legal as well as new approaches to demonstrating value.



CRISIS MANAGEMENT - BRACING FOR IMPACT

Crisis and the subsequent effects on business are without doubt one of the defining issues facing modern companies, and by extension, their lawyers. Even the best prepared companies can be blindsided, the impact of which only stands to be exacerbated by the immediacy of information sharing in today's age. We will discuss best practices in preparing for, mitigating against and dealing with the inevitable crisis.



THE LEGAL DEPARTMENT OF THE FUTURE - THINKING CREATIVELY, ACTING DIFFERENTLY

Legal department management is the new black; the general counsel and legal team of the future will need a much keener and agile focus to remain competitive and manage risk. But what are the key skills required of a 21st century general counsel? Legal teams on the forefront of innovation are employing new styles of project management which emphasise outcome-based approaches, as well as novel uses of technology, data analytics and process mapping. We will discuss a range of best practices, approaches and practical steps from innovative organisations and experts.



TALENT MANAGEMENT

The war for talent may very well define the workplace of the future. As technological innovations change how and why we work, the search for the right talent is expected to intensify. Interestingly, some of the more innovative companies, consistently winning top talent aren't necessarily employing new tactics, but utilising tried and trusted methods in new and novel ways. We will discuss strategies for finding good people and how to create a culture which cultivates retention.

- What does talent mean to you?
- Thinking differently – are there alternative ways you could be finding talent?
- How do you differentiate your organisation from competitors to attract talent?

WORKING COLLABORATIVELY – THE ESSENTIAL CHALLENGE FOR THE 21ST CENTURY ORGANISATION

How do professionals with defined skill sets, like lawyers, truly start to think more like a team and work effectively outside of their departments and their comfort zones? While there are some extreme examples advocated, such as holacracy, how workable are these for most individuals or even most organisations? In this roundtable we will explore what more effective cross-department collaboration could really look like for you and your legal team.



ARE WE TRULY FACING A BRAVE NEW WORLD WHERE HUMANS ARE REPLACED BY ROBOTS? OR NOT QUITE

The growing intersection between legal and technology is creating opportunities for in-house departments to revolutionise both their role and work. But is this purely positive? We consider the risks and rewards of implementing technology, as well as looking at innovative applications for legal and the role of external suppliers in developing solutions fit for purpose.

We will discuss what the future might really look like and how the maze of technological advancements can play out in practical terms for your legal department.

A few things to consider in advance of the session:

- How do you think the law will be delivered in the future?
- How will we access the law?
- How will decisions be made?
- What are the key challenges you envisage for you and your business?



CYBER SECURITY – THE REALITY, THE CHALLENGE AND THE MAY '18 DEADLINE

With the implementation of the European Union's General Data Protection Regulation looming and the government confirming that the UK's decision to leave the EU will not affect the commencement of the regulation, how businesses prepare to collect and manage data in light of the new requirements stands to be a key discussion point in the coming years. We will discuss the costs and challenges of compliance, as well as the consequences of failing to meet the new lofty standards.

- What's the difference between cyber-security and data protection? Do you or should you be dealing with them separately or using a combined approach?
- What steps does your company take to protect personal data? In what ways would you like to see your cybersecurity program improved to protect data?
- Have you experienced a breach at your company? What kind of breach was it? What caused the breach – internal factors or external hacks?
- In the event of a breach at your company, what policies and procedures do you have in place to alert and escalate matters of concern? How have you dealt with specific issues arising in relation to breach response?

BALANCING ETHICS AND OBJECTIVITY WITH BEING A BUSINESS LEADER

The focus of much of the discourse at Enterprise GC has centred on the idea of in-house lawyers doubling as business leaders, but the flipside of such a transition is the challenges presented with regards to their fundamental role as officers of the court. We will discuss strategies for managing what can often be conflicting viewpoints and whether the second nature approach employed by longstanding in-house lawyers is a positive or a negative.

	DUKES PARLOUR	ASTOR	EMPIRE
9.20am	Welcome Catherine McGregor, GC Magazine		
9.30am-10.30am	Keynote speech Hamish Taylor		
10.30am-10.45am	Coffee		
10.45am-11.45am	RPC Don't shoot the messenger!	Thomson Reuters Using data and technology to optimise legal process and add value	Ropes & Gray Cybersecurity – the reality, the challenge and the May '18 deadline
12.00pm-1.00pm	Conduent The legal department of the future – thinking creatively, acting differently	SSQ Talent management	McKinsey Crisis management – bracing for impact
1.00pm-2.00pm	Lunch		
2.00pm-2.45pm	Keynote speech Alison Gaskins, Barclays		
2.45pm-3.45pm	Lexis Nexis Are we truly facing a brave new world where humans are replaced by robots? Or not quite	Working collaboratively – the essential challenge for the 21st century organisation	McKinsey Crisis management – bracing for impact
4.00pm-5.30pm	Keynote speech Herminia Ibarra, INSEAD		
6.45pm	Meet at hotel reception		
7.00pm	Drinks at Syon House		
7.45pm	Dinner at Syon House		

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9.30am-10.30am	Keynote speech Cal Leeming, software engineer and former hacker		
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3.15pm-4.15pm	Keynote speech Bjarne Tellmann, Pearson		
4.30pm	Conference ends		

HERMINIA IBARRA

Professor of organisational behaviour, INSEAD



Herminia Ibarra is the Cora chaired professor of leadership and learning, and professor of organisational behaviour at INSEAD. Prior to joining INSEAD she served on the Harvard Business School faculty for thirteen years. She is a member of the World Economic Forum global agenda councils, a judge for the *Financial Times* and McKinsey Business book of the year award, and chairs the visiting committee of the Harvard Business School.

Thinkers50 ranks Ibarra eighth most influential business thinker in the world.

Professor Ibarra is an expert on professional and leadership development. Her most recent book, *Act Like a Leader, Think Like a Leader* (Harvard Business School Press, 2015), explains how to step up to a bigger leadership role. Her best-selling book, *Working Identity: Unconventional Strategies for Reinventing Your Career* (HBSP, 2003) describes how people reinvent their careers.

She is the author of numerous articles in the *Harvard Business Review*, *Administrative Science Quarterly*, *Academy of Management Review*, *Academy of Management Journal*, and *Organization Science* and writes frequently for business media including *The Wall Street Journal*, *Financial Times*, and *New York Times*. She directs Leadership Transition, an executive program designed for managers moving into broader leadership roles and speaks internationally on leadership, talent management, and women's careers.

At Enterprise GC, Herminia will be sharing practical ideas on how general counsel can think and function more like leaders while also meeting the demands of their day job.

HAMISH TAYLOR

Former CEO Sainsburys Bank/Eurostar



Hamish Taylor has an award-winning record of driving innovation and change in a number of very different environments.

Hamish was trained in brand management at Procter and Gamble, a management consultant at Price Waterhouse, head of brands at British Airways, CEO of Eurostar, and CEO of Sainsburys Bank – all before he was 40. In each case, he left behind a record of significant growth/turnaround triggered by a willingness to challenge industry/organisation norms and place the customer at the core of all activities.

He has also been dubbed the 'master thief' by the Inspired Leaders Network due to his record of 'stealing' ideas from one environment to use in another (including using yacht designers for aircraft interiors, Disney to help with airport queuing, and rugby referees for new approaches to risk/compliance).

At Enterprise GC he will be sharing ways to think outside of legal to inspire creativity in both managing your teams and interfacing with business and also how general counsel can place the customer first when you may have more than one set of clients.

CAL LEEMING

Software engineer and former hacker



In a past life, Cal was known as one of Britain's most prolific hackers. More recently, he has been involved with numerous start-ups in Silicon Valley, both as a software engineer and tech advisor. He has worked for high-profile companies such as ARM and has active involvement in the financial and security sector.

Cal will talk delegates through some of the technical basics around cyber security to allow general counsel to really feel they can contribute meaningfully to the debate, particularly when there is a crisis.

**BJARNE
TELLMAN**

General counsel,
Pearson



Bjarne Tellman is the general counsel of Pearson, the world's leading learning business. Pearson is a FTSE 100 company with 40,000 employees working in more than 70 countries and helps people of all ages make measurable progress in their lives through learning.

Bjarne manages the company's legal affairs and leads its global legal team of over 200 people across six continents.

His new book *Building an Outstanding Legal Team: Battle-Tested Strategies from a General Counsel* considers the changing role of the general counsel in a world and legal industry rife with disruption. The general counsel needs to be a leader, effectively their own CEO, who can unify and inspire while managing the risk landscape. Based on over twenty years of experience leading legal teams in Europe, Asia and the United States, Bjarne shares practical tips for functioning in the realities of the 21st century organisation.

ALISON GASKINS

Chief of staff to
the group general
counsel, Barclays



Alison Gaskins is the chief of staff to Bob Hoyt, Barclays' general counsel, providing central support to the legal function and wider business. In addition, Alison is chair of the legal diversity and inclusion council within Barclays.

Alison has worked in a number of COO roles across Barclays and prior to joining the bank, was a management consultant with Accenture.

Alison will be discussing the recent re-organisation of the Barclay's legal team, known as the Barclay's Commercial Optimisation Programme. She will consider the key learnings from the process to date, as well as how aspects of the programme can be adapted to other teams and organisations.

To understand more about Enterprise GC, or if you have any questions regarding the event or speakers, please do get in touch.

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