



General Counsel & In-house lawyers Conference

14th June 2024



WOMEN
IN THE LAW UK

WEBINARS | PODCASTS | SUPPORT | NEWS

In association with:

TLD The Legal Director™
Your business. Our expertise. One team.

Format of the Day

- Welcome
- Housekeeping
- Introductions:
 - Sally Penni – Women in the Law UK, Founder
 - Kirstie Penk – The Legal Director, CEO
 - Anne-Marie Ottaway – Holman Fenwick & Willan, Partner

Women in the Law UK

Women in the Law UK.

Dr Sally Penni MBE FRSA and CCMI - Barrister
Kenworthys Chambers, Manchester - Speaker, Leader, Influencer



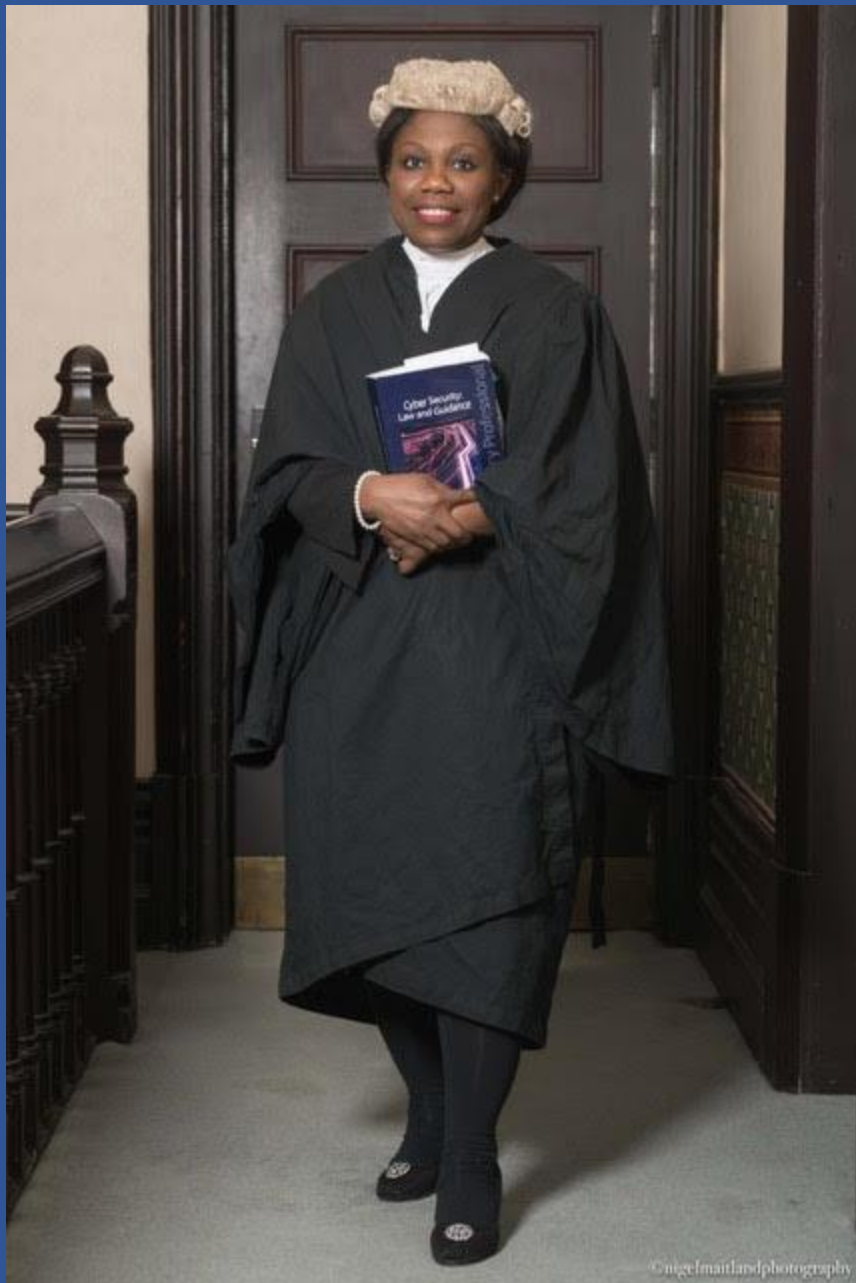
@sallypenni1

@womeninthelawuk

#womeninthelawuk

#bloodygoodlawyer





Who I Am:

- 🌈 Mother of three children 2 boys 1 girl. I set up women in the law uk a professional development organisation for lawyers which has
- 🌈 24,000 professional followers on linked in. 7500 on Instagram 7500 on Twitter
- 🌈 I produce and host a podcast called Talking Law which is all about people working in law and their career paths and has 150,000 listeners and is in the top 10 globally in over 12 countries.
- 🌈 I host a podcast called law and guidance all about making law accessible.
- 🌈 Author of 15 books
- 🌈 Speaker



Honours:

- MBE – From the Queen
- FRSA - fellow of Royal Society of Arts and Commerce
- CCMI - Companion of Chartered Management institute - helping managers become better managers
- WOBUK- ambassador for women on boards uk,
- Ambassador for Pankhurst centre
- Ambassador for Woty some of the year business luncheon
- Winner of 24 awards







In 2023 we held 24 different events consisting of webinars, in person events and dinners.

Women in the Law UK
Conference celebrating International Women's Day
How to future proof your career
- using imposter syndrome as your superpower
Join us for a full day of inspiration from speakers including:



10th March 2023 in Manchester
Covering topics including:
Wellbeing
Business and the Law
Career progression
Financial wellbeing
Diversifying your skills
Menopause, maternity & motherhood
Register at www.womeninthelawuk.com

Women in the Law UK
What Would You Like To See Women Achieve In The Next 100 Years?
Join us for a meet & greet event, with Q&A Panel
Chaired by our founder, Dr Sally Penni MBE, kindly supported by CMS and featuring:



Date: 21st September 2023
5pm at CMS Manchester
Register at www.womeninthelawuk.com

#Wellbeing
#Wellness
#Selfcare
#FinancialWellbeing
#Exercise
#Menopause
#PreventingBreastCancer
#ManagingStress

Winter Wellbeing
Every Thursday
from 5th January
5:30-7pm
Women in the Law UK



Bring a cup of tea or glass of wine and join us on Zoom
Book here:
www.womeninthelawuk.com

WOMEN IN THE LAW UK
Annual Dinner
Thursday 9th March 2023
Celebrating International Women's Day

Women in the Law UK
Celebration Event



Please join us to celebrate the appointment of the first woman Lord Chief Justice, Dame Sue Carr.

Can Women Have it All? What Next?
Our celebration includes a panel discussion, chaired by our founder, Dr Sally Penni MBE.

Date: 2nd October 2023
5:30-6:30pm on Zoom
Register at www.womeninthelawuk.com

Women in the Law UK Annual Conference
Empowering You To Do What You Do Best



Inspiring range of speakers and topics including:
• How to Communicate Better
• How to Progress in Your Career
• How to Negotiate a Pay Rise
• Managing Diversity in the Workplace
• Wellbeing
• Women in Business Panel

17th November 2023 at DLA Piper, Manchester
Register at www.womeninthelawuk.com

So far this year we have held 7 different events consisting of webinars, in person events and dinners.

Women
in the Law UK



IM irwinmitchell

International
Womens' Day
Conference



Join us for a full day of inspiring talks on the theme of Imposter Syndrome, by our great line up of speakers, including:


Dr Sally Penni MBE
Barrister,
Kenworthy's Chambers


Baroness Hale
of Richmond


Baroness Newlove
Victims' Commissioner


Ros Bever
Partner,
Irwin Mitchell


Jan Icton
Board Chair,
Smart Works


Tom Lyas
Head of Resourcing
& Social Mobility,
Browne Jacobson


Jane Wignall,
NW Head of Civil,
Family & Tribunals,
HMCTS


His Honour Judge
Adrian Bever


Tracy Etienne MBE
Senior Legal Manager,
HMCTS


District Tribunal Judge
Mark Angus


Oluwapelumi
Amanda Adeola,
Partner, BHP Law


Charity Partner

8th March 2024, 10am-4pm At Irwin Mitchell, Manchester

Register at www.womeninthelawuk.com

Women
in the Law UK



Women in the Law UK & Wellbeing
The Menopause Conference

Please join us to discover everything you need to know about the menopause


Dr Sally Penni MBE
Barrister,
Kenworthy's Chambers


Brie Stevens-Hoare KC
Barrister,
Gatehouse Chambers


Catrina Walker-Jones
Chartered F&A,
HW Independent
Financial Management


Sharon MacArthur
Menopause Educator,
Miss Menopause


Lyndsey de Mestre KC
Barrister,
XXIV Old Buildings

Topics include:

- Defining Perimenopause & Menopause
- Symptoms, Treatments & Options
- Safety & Breast Cancer
- Menopause & Employment Law
- Lifestyle Changes
- Men & Menopause

Date: 26th April 2024
5-8pm on Zoom

Register at www.womeninthelawuk.com

Women
in the Law UK



General Counsel & In-house Lawyers
Conference


Dr Sally Penni MBE
Barrister,
Kenworthy's Chambers


Kirstie Penk
Co-Owner and Director,
The Legal Director


HFW

14th June 2024

9am - 1pm, followed by lunch

Venue: HFW, 8 Bishopsgate,
London EC2N 4BQ

Register at www.womeninthelawuk.com

Women
in the Law UK



Career Progression
& the Power of Mentoring


Laura Witherspoon
Director
Fieldfisher


Sam Jardine
Partner
Fieldfisher


Date: 12th September 2024 9-10:30am
Fieldfisher Manchester
1 Spinningfields M3 3EB
Register at www.womeninthelawuk.com



Women
in the Law
UK

Q&A

The Legal Director Limited

TLD's vision

**To provide every ambitious SME
with an experienced GC on a
flexible basis**

- Regulated law firm operating since 2009.
- Team of 50 lawyers – all have at least 10 years in-house experience.
- Work for SMEs where they have an existing legal team OR where they do not.
- Work on a retainer for between 2-6 days a month.

Holman Fenwick & Willan

ABOUT *HFW*

We are a leading global law firm in the Shipping, Construction, Insurance, Energy, Aerospace and Commodities sectors.

HFW was founded over 140 years ago. We are unapologetically, true sector experts. Clients come to us because of our deep industry expertise and ability to think about the commercial solution first, and then underpin our advice with a solid foundation of legal expertise.



700
lawyers

185
partners

21
offices



Agenda (Part 1)

GC Conference

09:30 - Welcome and Introduction

09:45 - Session 1: Sarah Davis

How do I move from being the "Can't do dept"

10:15 - Session 2: Claire Sanders

The Challenges and joys of being a sole GC

10:45 - Session 3: Toby Hornett, Crafty Counsel

What is the GC community telling us?

11.00 - COFFEE

Agenda (Part 2)

GC Conference

11:30 - Session 4: Sarah Clark

Lean Legal Transformations – doing more with less

12.15 - Session 5: Panel Discussion

How do you as a GC, position yourself as the CEOs "right-hand person"

13.00 LUNCH

14.30 Event ends

Sarah Davis – Moving from being the CAN'T DO department

Advice from everyone else



Advice from legal



- It's not you ...
- What would it mean to be true business partners?
- What would the key characteristics of the relationship be?
- How could you measure it?

What would it mean to
be true
business partners?

What would the key
characteristics of the legal
team's relationship with the
business be?

How could you measure it?

What works...

Reframing the relationship with the business

Structured feedback

Ongoing relationships

Substance & judgement

Curiosity – earlier involvement

Introduce metrics to track contribution to the business

Reframing your relationship with the business

Structured feedback

Ongoing relationships

Substance + Judgement

Earlier Involvement

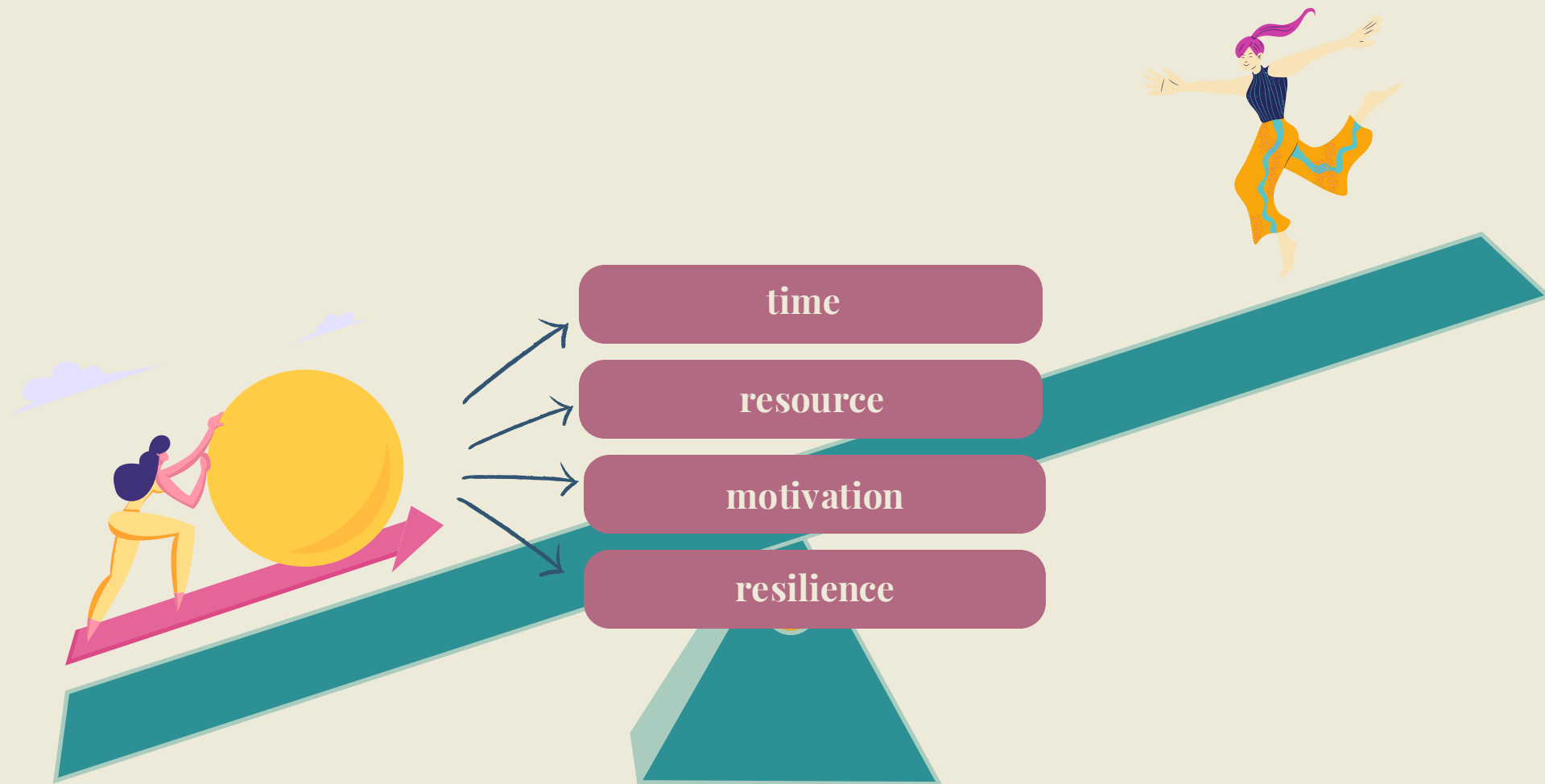
Introduce metrics to track legal team's contribution to the business

Claire Sanders Being Human



THE CHALLENGES & JOYS OF BEING A SOLE GC







There is no such thing as multi-tasking

- block time
- schedule breaks
- switch off notifications

Pause!



Identify your strengths and lean in to them

Automate what you can

- meet the business where they hang out

Empower the business



Get out of the weeds

Promote your successes

Find a business ally!

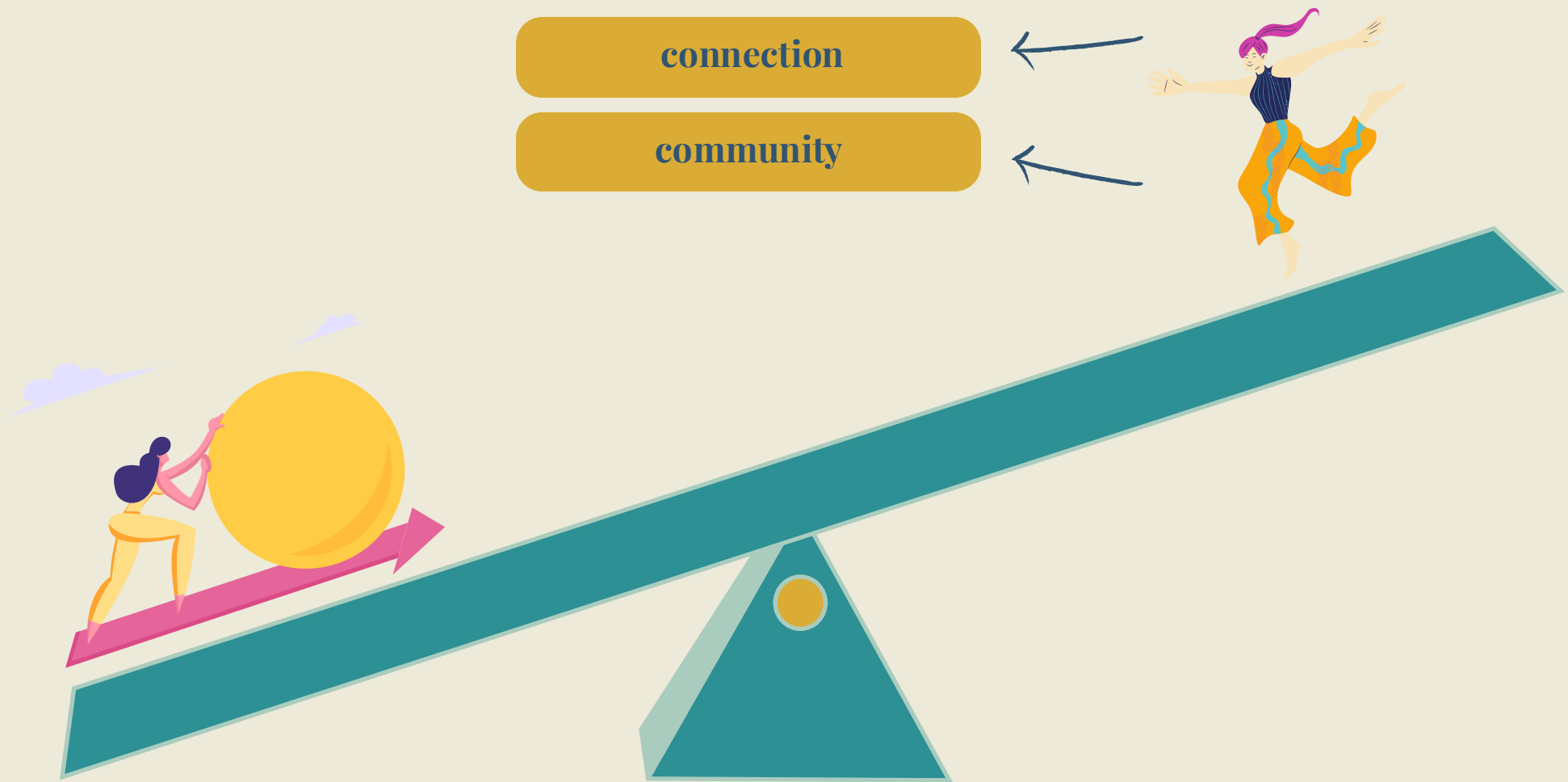


What is within your control?

Take a breath!

Recharge your batteries

Watch out for thinking traps



THANK YOU

claire@being-human.co.uk



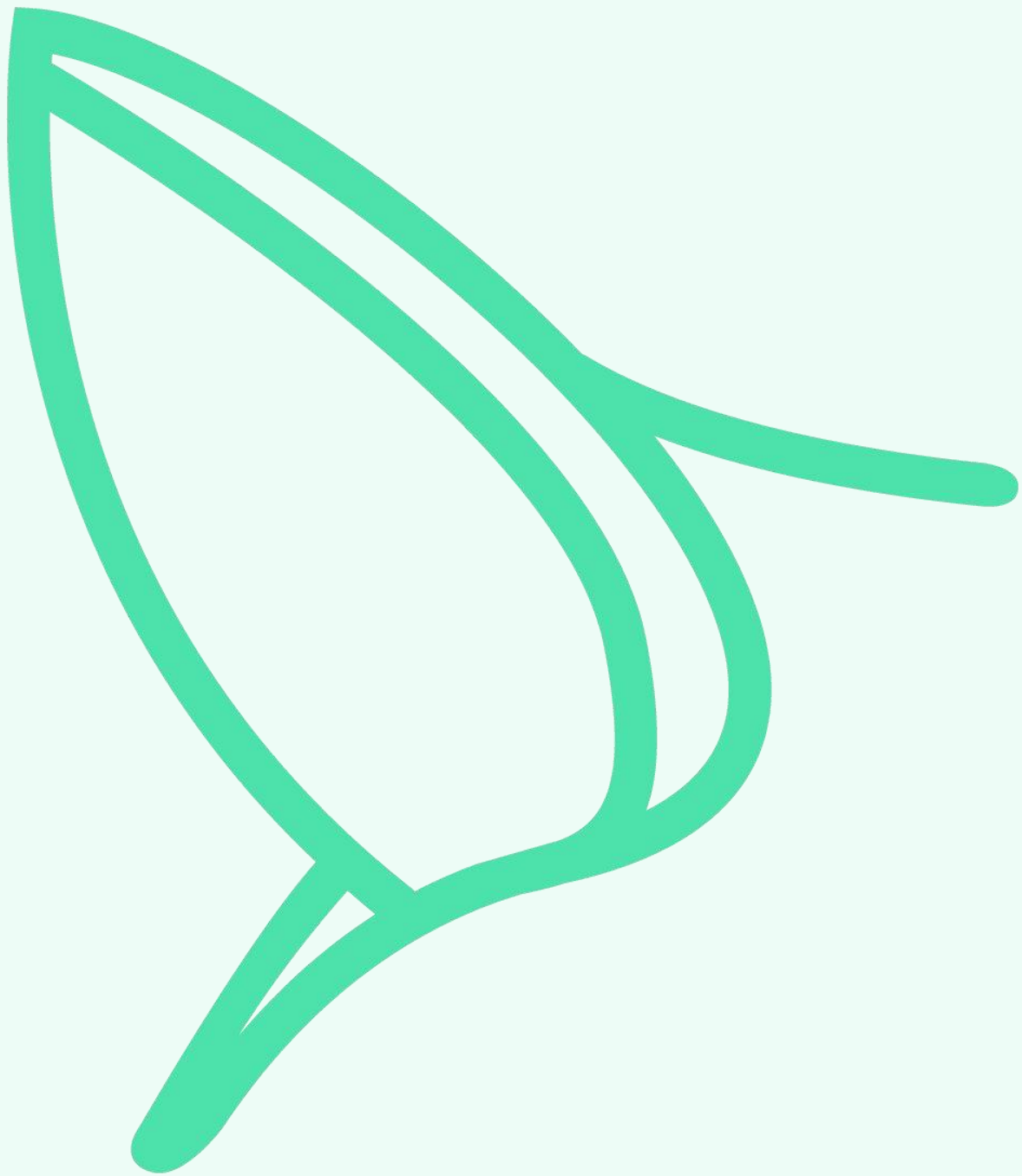
Join the
Thrive Legal
Community



www.being-human.co.uk

Toby Hornett

Crafty Counsel



In-house legal trends

Crafty Counsel

Presentation for The Legal Director,
14 June 2024

Contents

1. Why go in-house?
2. Lots of interviews, with one common question
3. 3 main challenges

The in-house legal universe



I'm glad that I went in-house because...

I'm closer to the business
I can choose the work that I do
I now have one client, and no time-sheets

I'm glad that I went in-house because...

I'm closer to the business	<i>But..</i> I sometimes feel lonely and isolated
I can choose the work that I do	
I now have one client, and no time-sheets	

I'm glad that I went in-house because...

I'm closer to the business	<i>But..</i> I sometimes feel lonely and isolated
I can choose the work that I do	<i>But..</i> I'm constantly re-inventing the wheel
I now have one client, and no time-sheets	

I'm glad that I went in-house because...

I'm closer to the business	<i>But..</i> I sometimes feel lonely and isolated
I can choose the work that I do	<i>But..</i> I'm constantly re-inventing the wheel
I now have one client, and no time-sheets	<i>But..</i> my network is (un)consciously degrading, and with no timesheets, where is the value?



Hundreds of 1-2-1 calls

9/08/23 - B,: Auto sector, different scale moving to a big company from tiny - really hard at the beginning, especially in a Japanese organisation. Learning to be curious, and develop a network (starting from scratch). Starting from scratch on know-how and precedents

09/08/23 V, Bank : It's AI. Model, Algo, Gen AI, What is that all about? How is it being used in Society? What are the implications of a bank using it? Bias, exploitation, regulatory etc etc. Should we wait? What do we do now? How will the profession use it? How will our jobs change?

09/08/23 B for juniors, the transition from legal adviser revenue generator to legal risk manager. And for seniors, you are responsible for overall risks that you don't know about. Empathy.

09/08/23 T - no career roadmap, feeling isolated, making your own way in getting legal training,

11/08/23 A - re-inventing the wheel and starting from scratch in a new department

16/08/23 C- "brutal" career, with internal colleagues not treating Legal with much respect etc - good now

16/08/23 K - hard to find time to network, wants to raise profile. A team / cultural challenge of getting the team to see the vision - a legal ops project - the pace of work isn't there.

17/08/23 - (Newton 2 people) bandwidth when there are lots of sales. Managing growth, all systems and processes are behind, immature and out of date, hard to keep up with the business

01/09 - T - slow lead times for flexible opportunities, career questions

01/09 - J - getting new work as a consultant (FS, ir35?)

01/09 - T - an all-encompassing commercial contract negotiation full of commercial risks and the CEO is only asking for the top 2. It's so hard to know how to make the business aware of the full extent of the risks, without looking like I'm arse-covering

07/09 - HG call:

LK - rolling out external counsel guidelines to a new panel; PG - implementing Vestd; F - data driven business, which can be challenging; H - "Conflicts of instructions between senior stakeholders"; GH - having a great sponsor in the GC who is influential (luck); VF - building trust, and being included; AO - won a personal clash, and now influential - but not so before that; Anon - a GC being told by CEO that Legal is no longer important and head-count will be reduced!

08/09 - BG - keeping abreast of innovation developments - getting people to be open-minded about being innovative in giving advice on new stuff, e.g. Blockchain

08/09 - what's the next role? It's a pointy pyramid and "dead man's shoes" - don't want to miss the boat

08/09 - how to network when busy

A woman with blonde hair, wearing a black top and large headphones, is speaking into a microphone. She is holding a clipboard with a colorful sticky note and a name tag that reads "Sarah Clark". In the background, a group of people are seated, also wearing headphones, suggesting a listening exercise or a guided tour. A large screen in the background displays the TUD logo and the text "Accessible. Different. Human.".

In summary

“What’s the biggest challenge you face in your legal team?”

Theme three: **leveraging tech... within budget**

- *“Balancing legal tech need with lack of budget”*
- *“Need to find a solution that allow me to scale operations with limited budget”*
- *“I don’t know where to start and don’t know what I really need”*
- *“I’d like to do something, but what and how (bearing in mind our internal processes and approvals)?”*

“What’s the biggest challenge you face in your legal team?”

Theme one: **Inefficiency and workload**

- *“Volume of work”*
- *“Too much work / too little time”*
- *“Inefficiency”*
- *“Reducing time spent on BAU”*

“What’s the biggest challenge you face in your legal team?”

Theme two: **triage, internal relationships, and alignment**

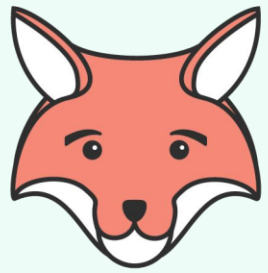
- *“Understanding how to ‘value’ the various work requests from the business so that the most lucrative matters are worked on as a priority.”*
- *“actually matter management/visibility will help manage workload”*
- *“Ensuring everything that should come to the legal team does come to the legal team”*
- *“Keeping internal stakeholders outside the legal team updated as to the status of matters”*

Crafty Counsel Community today

- 2,700+ in-house lawyers and growing fast
- Events
 - Crafty Fest (largest European event for in-house legal)
 - Sector conferences on M&A, Disputes, Fintech
 - 15 Local groups around the UK and beyond
- 20+ other in-person events per year, 50+ online meetups
- Community message board, Whatsapp, and email group
- Content - videos, podcast, written word
- Database capturing industry sector, team size, legal spend, etc.







**CRAFTY
COUNSEL**

Thank you

Toby Hornett, Head of Community

craftycounsel.co.uk

toby@craftycounsel.co.uk

Coffee



Sarah Clark

The Legal Director

Women in Law UK

Lean Legal Ops

What lessons can smaller legal teams learn from large legal teams?

What easy tech solutions can you introduce to make your life easier?

Sarah Clark
Chief People & Transformation Officer



The Legal Director®

Your business. Our expertise. One team.



Lean Legal Transformation

(Doing More with Less)

Sarah Clark

- **CPTO - TLD** - since March 2024
- **Previously Group Legal Director - First Central** – Legal Transformation Project
- **GC and Co Sec - DF Capital** – AIM Listed, PRA and FCA regulated challenger bank (sole counsel)
- **Strategic Business Director asb law LLP (acquired by Knights PLC)** – designing legal ecosystems
- **In-House Lawyer**; Markerstudy Insurance, The Blair Partnership, BSA The Software Alliance, Warner Bros.
- **Barrister** (Crime & Public Enquiries) – Red Lion Chambers



Some Challenges We Face

- **The CFO's Tight Purse Strings**
- **No time to face the Legal Tech Minefield**
- **Doing it 'off the side of our desks'**
- **We don't know what we don't know – what lies in desk drawers?**
- **What are we actually reviewing contracts *for*?**
- **What do the business really care about - do we even know?**
- **Managing 'Change'**

Fear Not...

We've all been there. Budgets are tight, and the CFO's door is closed. We don't have time to breathe.

Legal transformation doesn't need a hefty price tag.

You don't need a magic wand or an open chequebook to be a transformation leader.

You just need a problem-solving mindset, creativity and a willingness to adapt.

*“It’s not about your resources,
it’s about your resourcefulness.”*

Tony Robbins

The Tech Stack Treasure Chest

Your existing tech stack... a hidden gem

Our everyday tools like Microsoft 365 are more than just email and spreadsheets.

They're our allies in the lean transformation journey.

Taking on complex software increases the complexity of change management, which decreases the adoption rate.

Microsoft 365 – The ‘Swiss Army Knife’

Unlocking the power of Microsoft 365

From automating mundane tasks with Power Automate to collaborating in Teams, we can turn our Microsoft 365 suite into a legal powerhouse.

- Lists
- Forms
- Planner
- Sharepoint 'Intranet'
- Workflow automation
- Approvals automation in Teams
- CoPilot (AI tool)



Alex Herrity, Director of Legal Solutions at Adidas:

“By building on top of Microsoft 365, we’re saying to people, ‘You don’t need to learn the interface of a totally new system. We can deliver some powerful results to you directly from an interface that you’re already familiar with.’”

“Like many corporations, Adidas has a process for registering gifts that we give or receive,” says Herrity. “I built our gift registry in one day using only Microsoft Forms, SharePoint, and a bit of Power Automate in the background. Our company uses this automation dozens of times every single day, and it notifies the correct compliance officer when a request has come through, as well as notifies the requestor about updates.”

Borrowing from IT

IT's Ticketing System: Not Just for the Techies!

Why reinvent the wheel?

The IT or Facilities Helpdesks have ticketing systems which we can 'borrow' to give us a mechanism for managing requests from the business and tracking progress.

Project Management – not just for PMs

Project Management Tools – Our Organisational Wizards

Project, Planner, Trello, Asana, Monday.com or Jira – these aren't just for the Project Management Office.

These tools are perfect for streamlining both legal team internal projects and those '*don't know who else can fix this problem*' cross-functional projects which seem to land on the desk of the GC!

Collaboration is Key

Cross-Functional Synergy

Collaboration across departments means we can share resources and knowledge.

Let's be the change we want to see and bust siloes and build bridges!

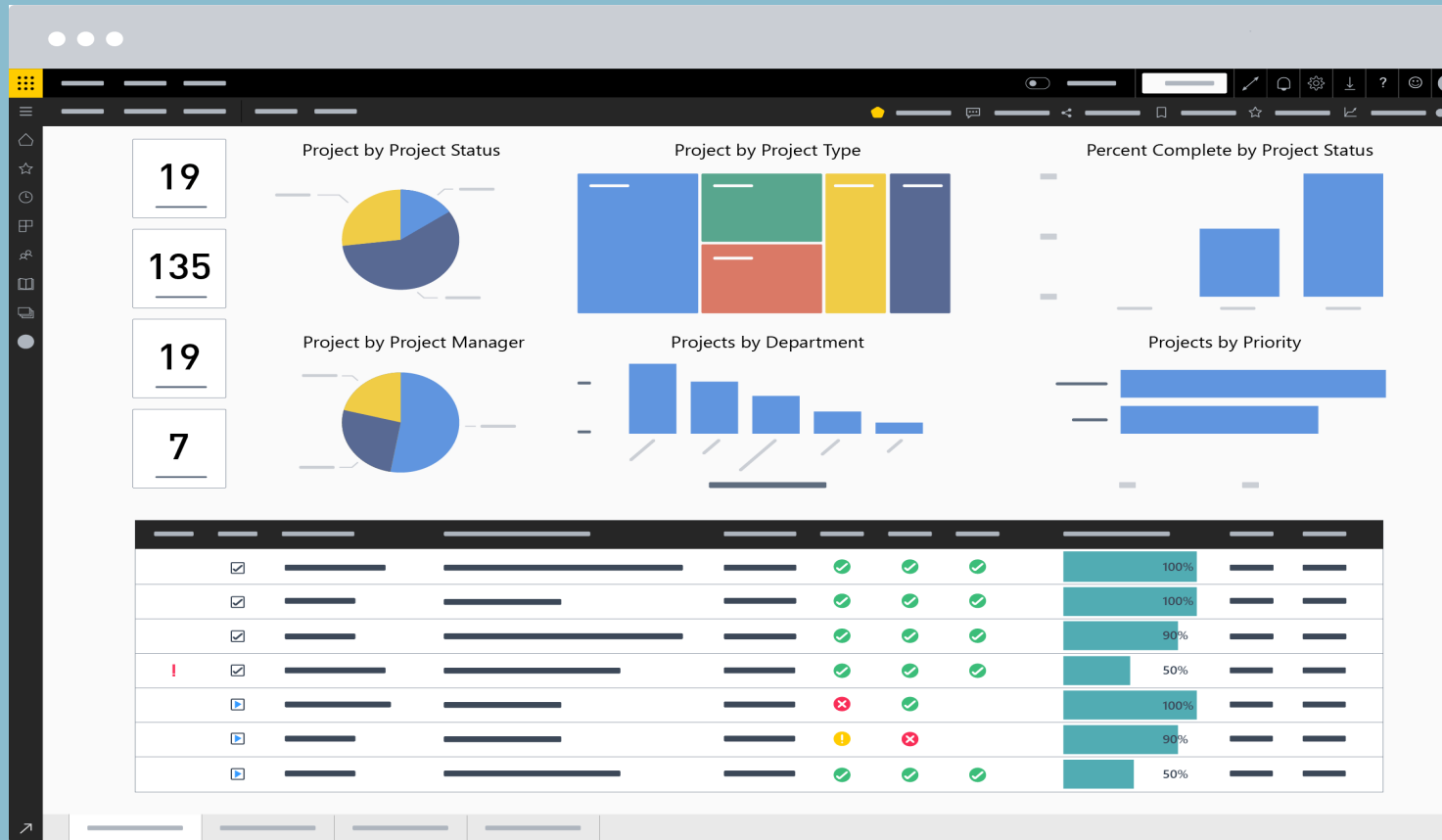
Make Data your Ally

Get comfortable with story-telling through data

Basic Data capture can:

- Demonstrate your ROI to the CFO
- Enable risk-based decision-making
- Allow you to thoughtfully deploy your resources
- Give you metrics to measure your team's performance

Basic Power BI Dashboard in Sharepoint



Matter inception and triage process

'Buckets'

- Matter Type
- Complexity
- Triage new matters
- Capture Data

'Legal Front Door'

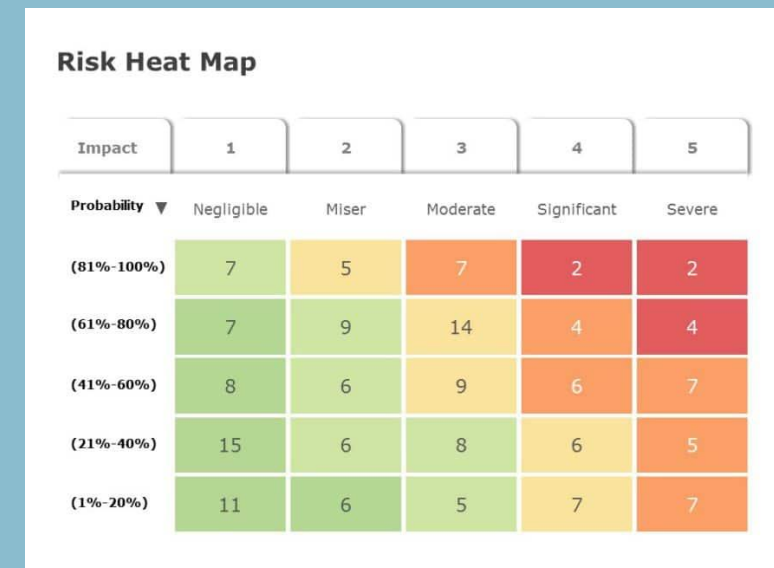
- Microsoft Form
- Capture in your pre-set buckets
- Make fields 'required'
- Minimise back and forth emails for instructions



Contract Guardrails and Risk Reporting

Get Familiar with ExCo's Risk Appetite

- Spend time understanding what your C-suite really cares about
- Set your baseline
- Create a R,A,G for key clauses
- Get ExCo sign off that you've set it right
- Give your team a framework to review against
- Review contract portfolio
- Review new contracts
- Set priorities for out of appetite contracts
- Demonstrate the effectiveness of your team!



Do you need a Legal Audit?

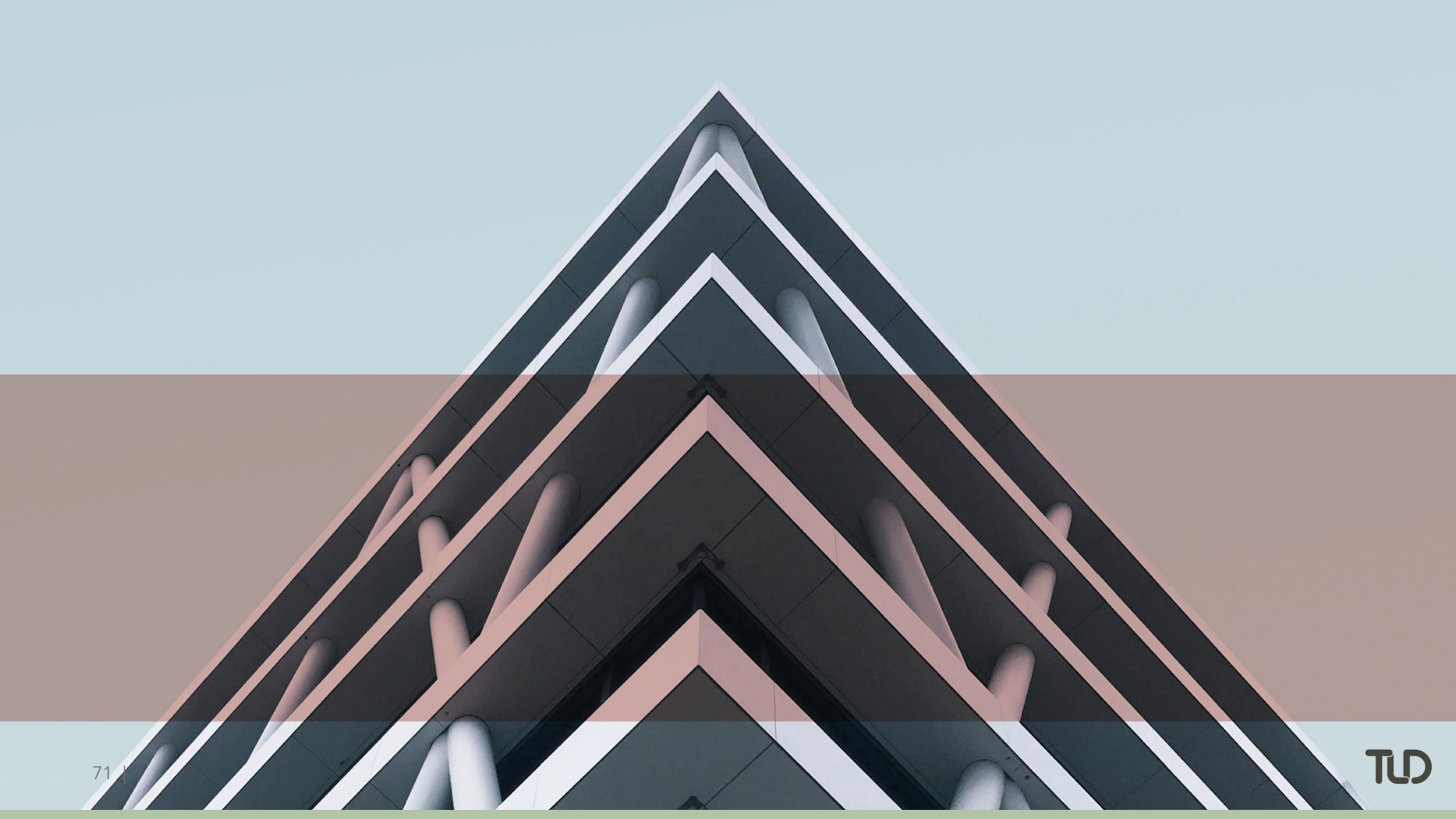
All about the risk...

- Create your baseline
- Understand your business' risk profile and strategic goals
- Prioritise and create your transformation roadmap
- Set KPIs
- Design Processes to monitor risks
- Create reporting mechanisms to demonstrate effectiveness
- Celebrate your successes!





Any Questions?



Thank you



Sarah Clark
Chief People & Transformation Officer

sarah.clark@thelegaldirector.co.uk

Panel Discussion

Meera Ferguson – Accutrainee Limited

Rachel Webb Wiles – The Legal Director

Trudy Grey - The Legal Director



Thank you

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m: 07881 506711

TLD The Legal Director™
Your business. Our expertise. One team.



WOMEN
IN THE LAW UK

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