

A VIEW FROM THE C-SUITE/BOARD FROM A FORMER GENERAL COUNSEL

46th Annual Corporate Counsel Institute
Houston, TX
Keith Witek



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May 09, 2024

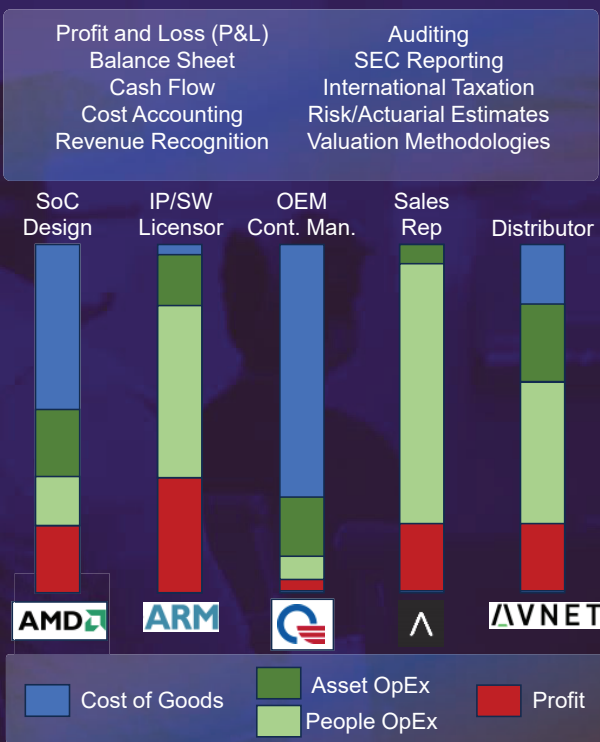
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Agenda:

- Be Proficient in all Things Related to **Money** and be Skilled in **Human Dynamics**
- Know your Company's **Business/Products/Operations** in an Extensive Manner
- Be Able to **Aggregate Disciplines** to Seize Opportunities and Resolve Complex Challenges
- Be **Well-Connected** Outside the Company to Tap Additional Skills Whenever Required
- **Manage Risk** Effectively Without Materially Hindering ROI From the Business
- Use the Law as a Mechanism to **Find Success** Versus a Way to Get to "No"
- Respect and Improve on the **Velocity of Business** – Be a "Short Pole", not a "Long Pole"
- Be Forward-Looking and **Strategic** in Your Planning, Execution, and Impact
- Operate Like a **Business**, Walk-the-Walk and Talk-the-Talk of Your Peers
- Be an Excellent **Chameleon**, Read the Room and Then Adapt Accordingly

2

Be Proficient In The Two Ubiquitous Areas Of Business - \$\$\$ and People



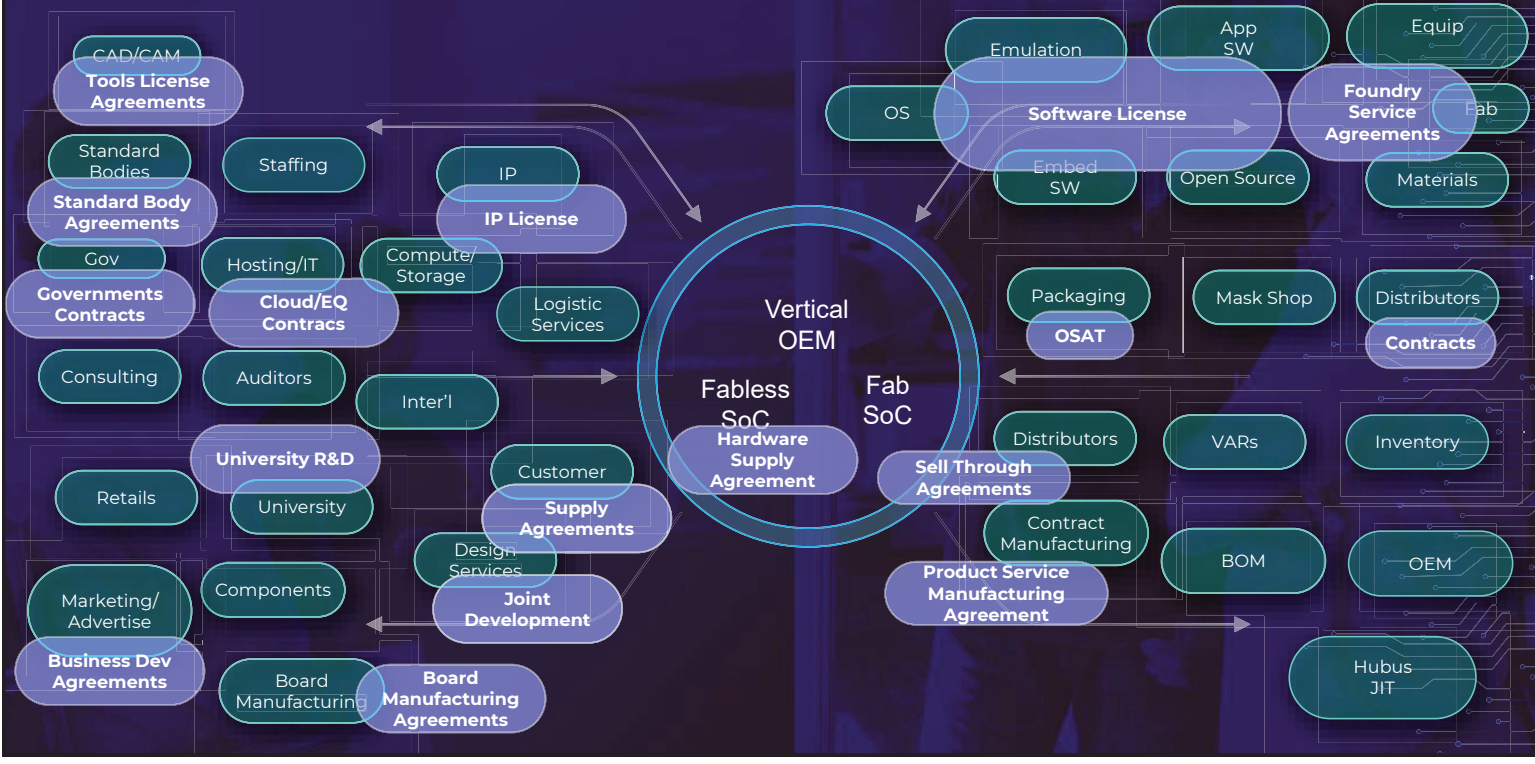
- (1) bias/discrimination
- (2) handling conflict
- (3) building trust
- (4) decision making
- (5) group dynamics
- (6) effective communication
- (7) creativity/innovation
- (8) motivating
- (9) building consensus
- (10) IQ/EQ
- (11) fun at work
- (12) data/info access
- (13) personalities
- (14) incentives
- (15) job satisfaction
- (16) moods
- (17) commitment
- (18) stress
- (19) integrity
- (20) execution
- (21) time management
- (22) burn out/withdrawal
- (23) change management
- (24) setting cultures
- (25) attracting/retaining talent
- (26) compensation
- (27) accountability/authority
- (28) empowerment
- (29) delegation
- (30) negativity in office



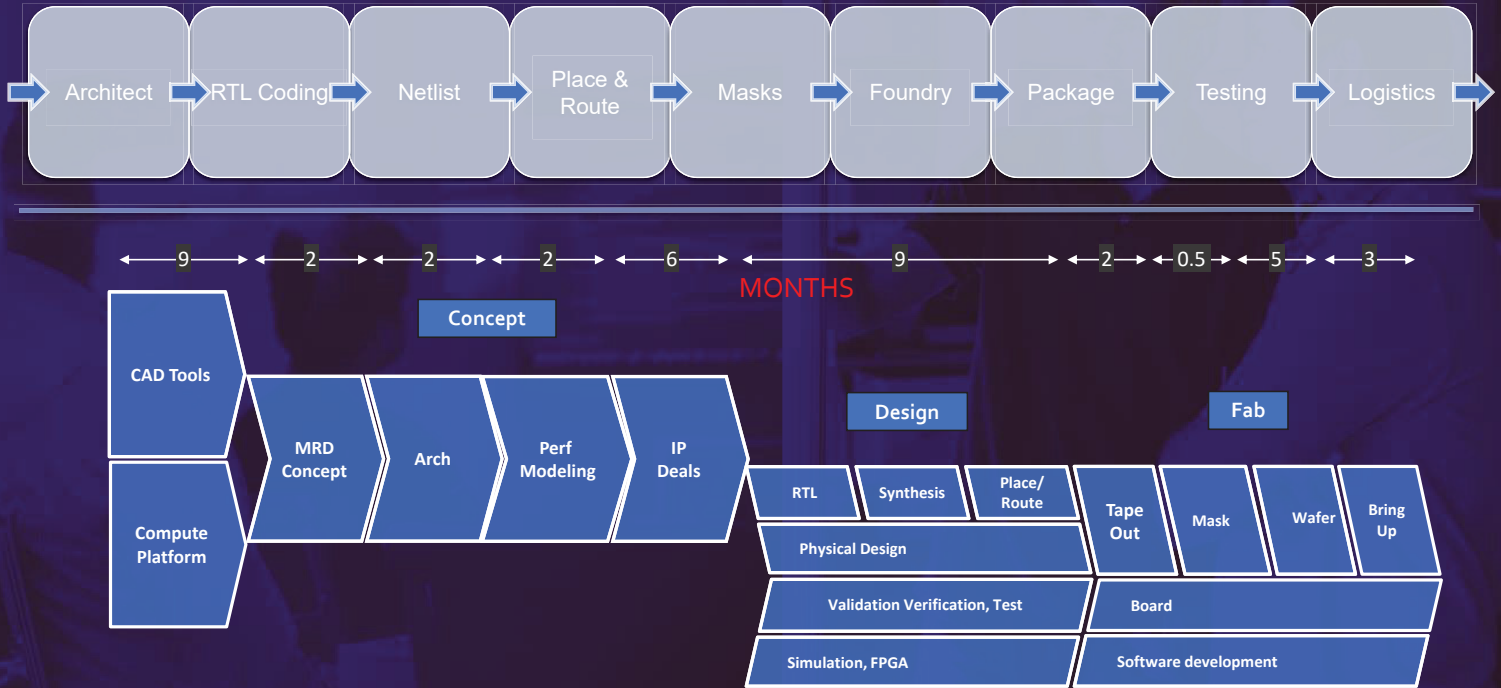
Competency/Character
 Communication/Influence
 Pull Together Assets/Plan
 Drive Execution/Change



Know Your Company's Business/Products/Operations



Know Your Company's Business/Products/Operations



5

Be Able To "Business Engineer" By Being An Aggregator Of Disciplines



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"A C-Suite Perspective by a Former GC"