

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

46th Annual Corporate Counsel Institute
Houston, TX
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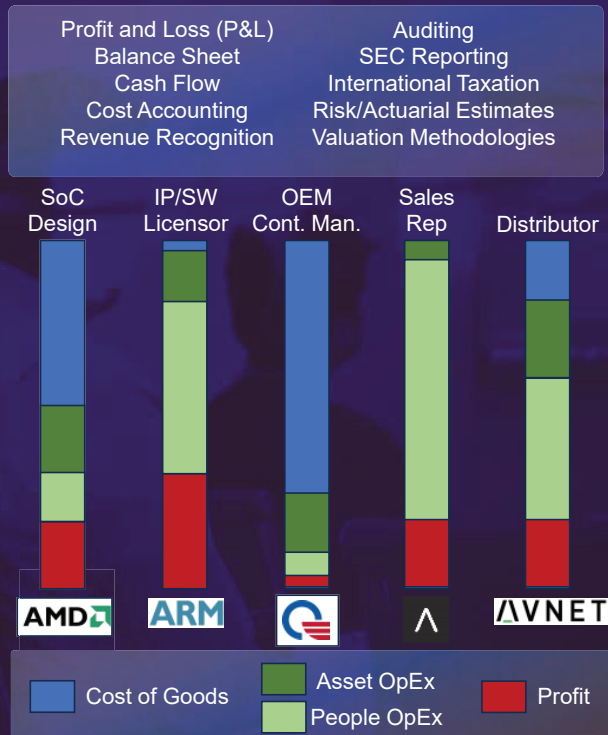
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Agenda:

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



Competency/Character

Communication/Influence

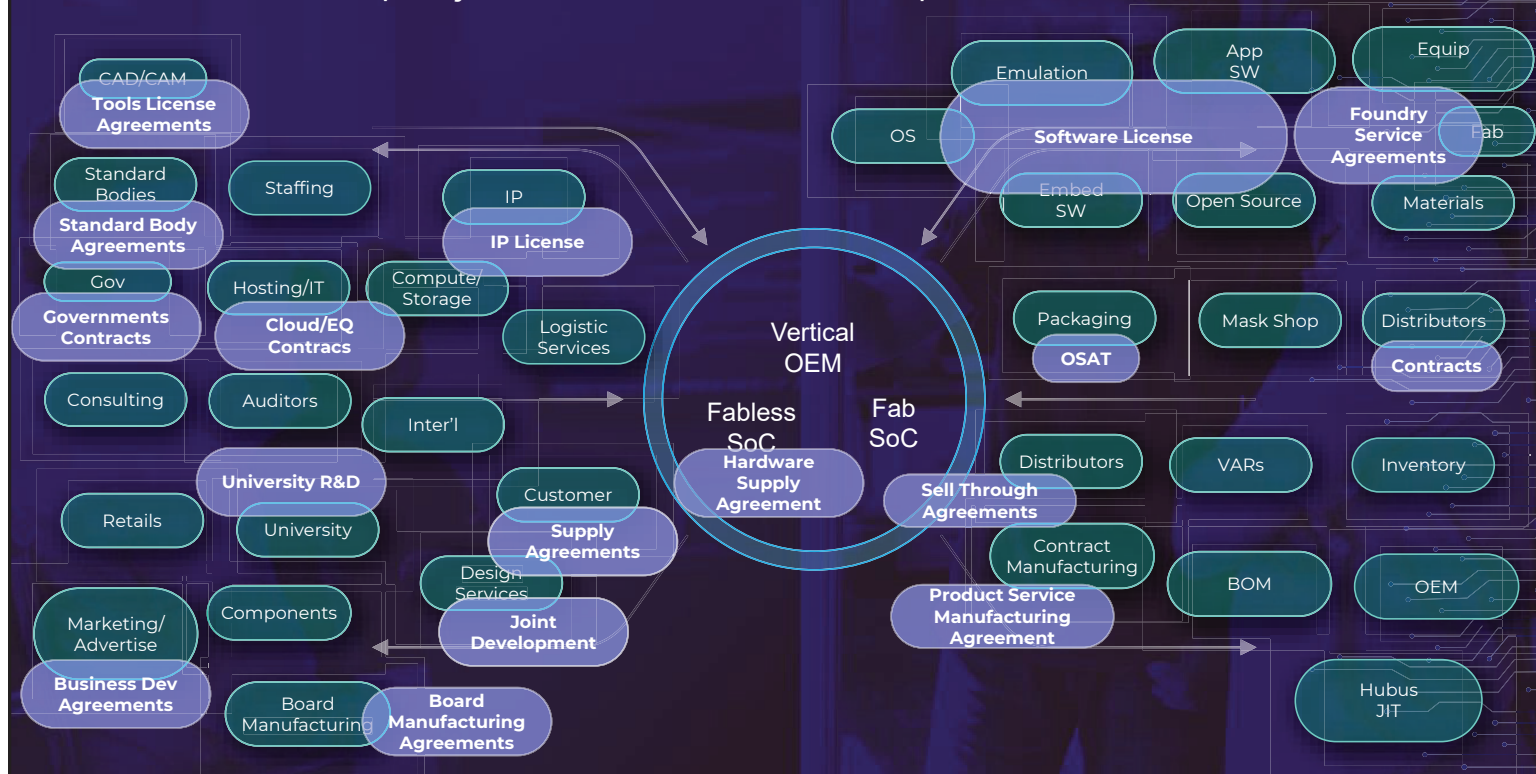
Pull Together Assets/Plan

Drive Execution/Change



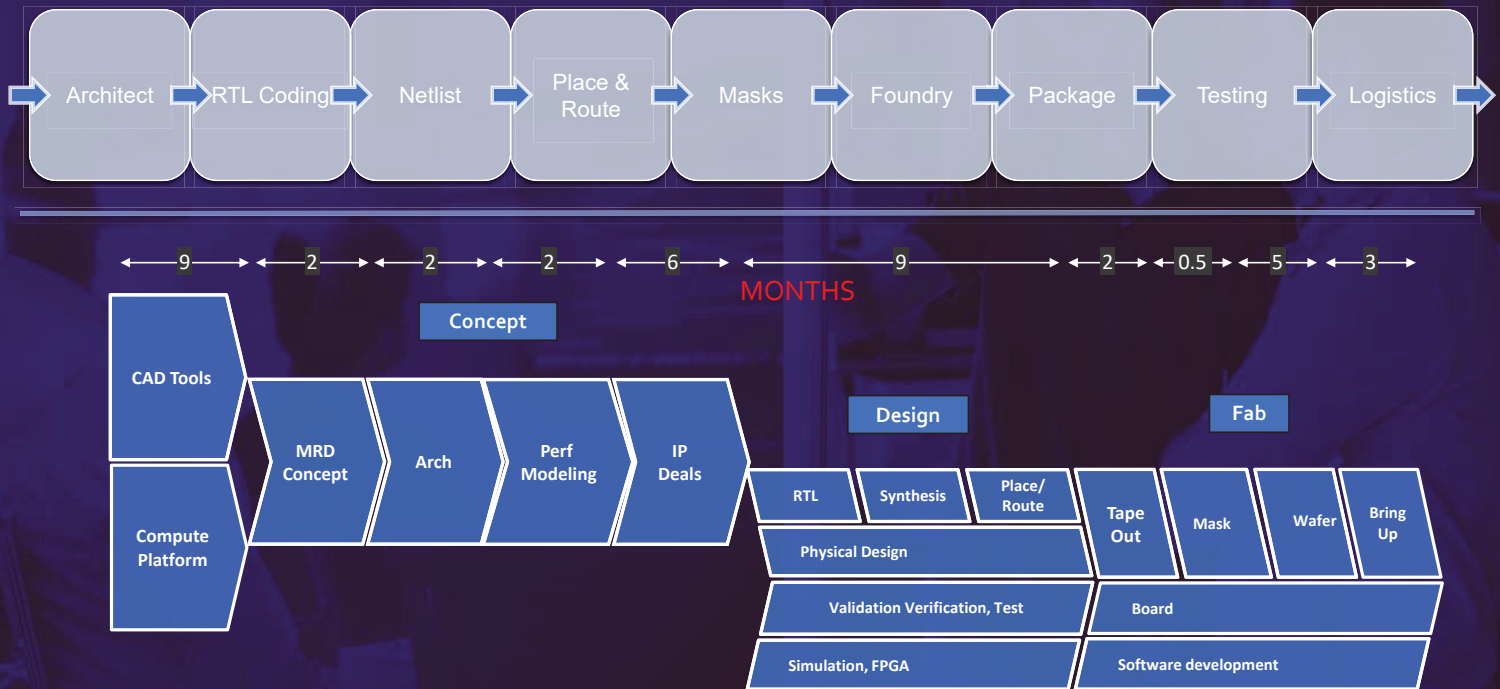
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Know Your Company's Business/Products/Operations



4

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"