

# 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

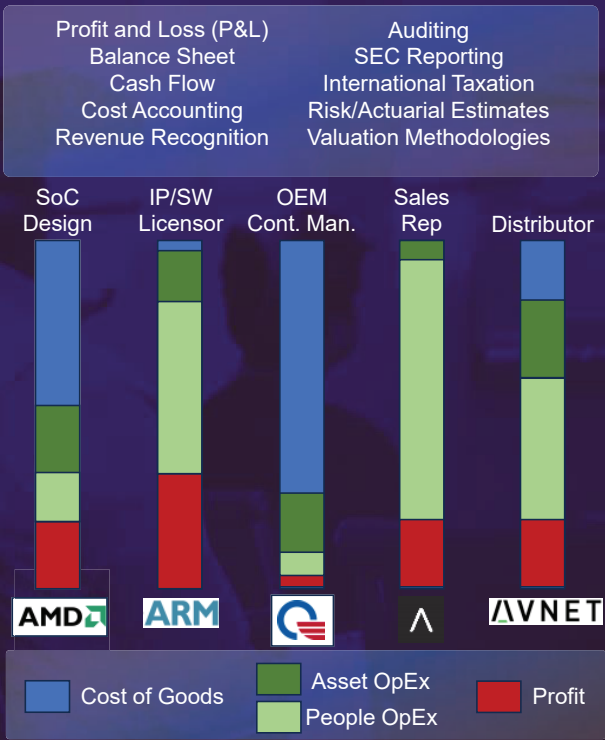
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## Agenda:

- 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

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



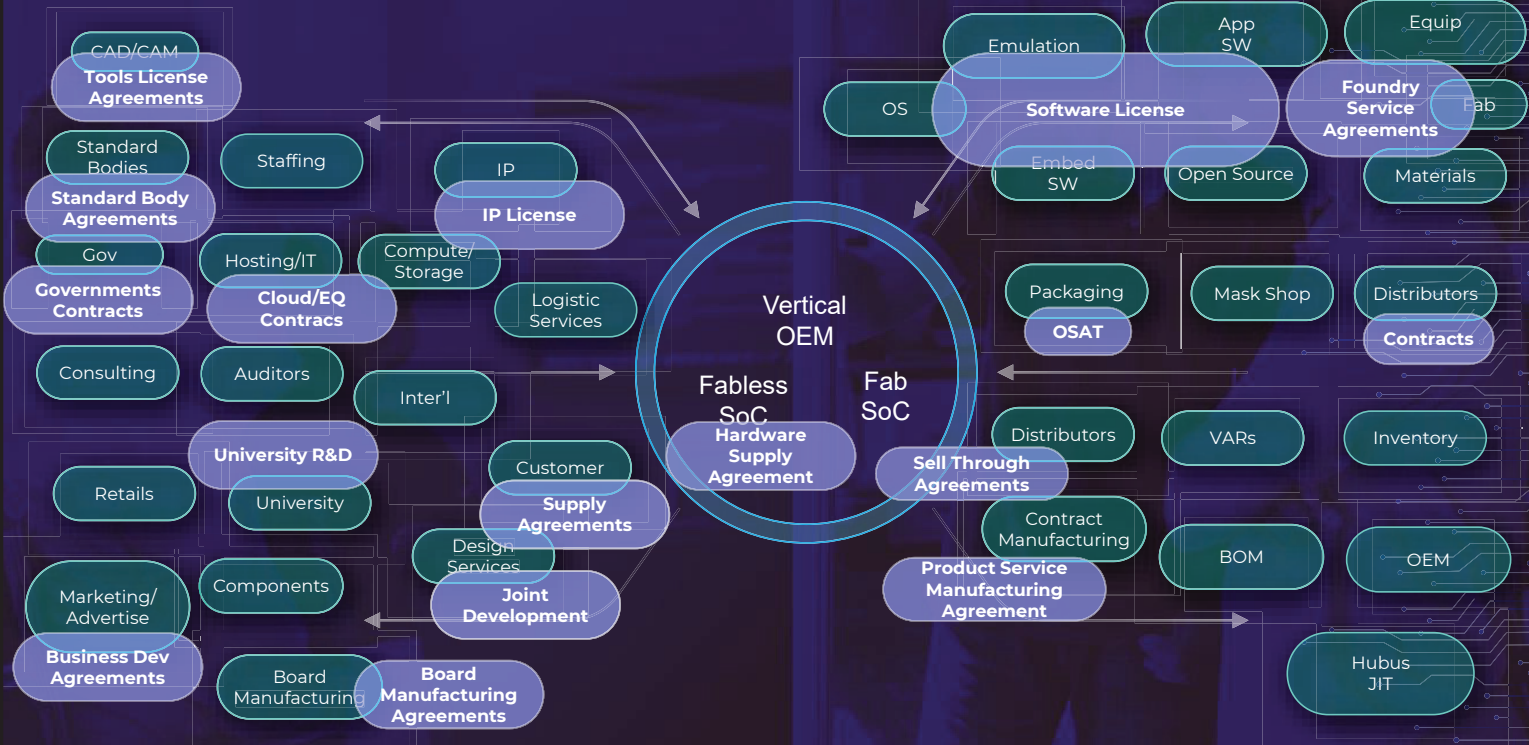
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|-----------------------------|-----------------------|----------------------------------|
| (1) bias/discrimination     | (11) fun at work      | (21) time management             |
| (2) handling conflict       | (12) data/info access | (22) burn 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

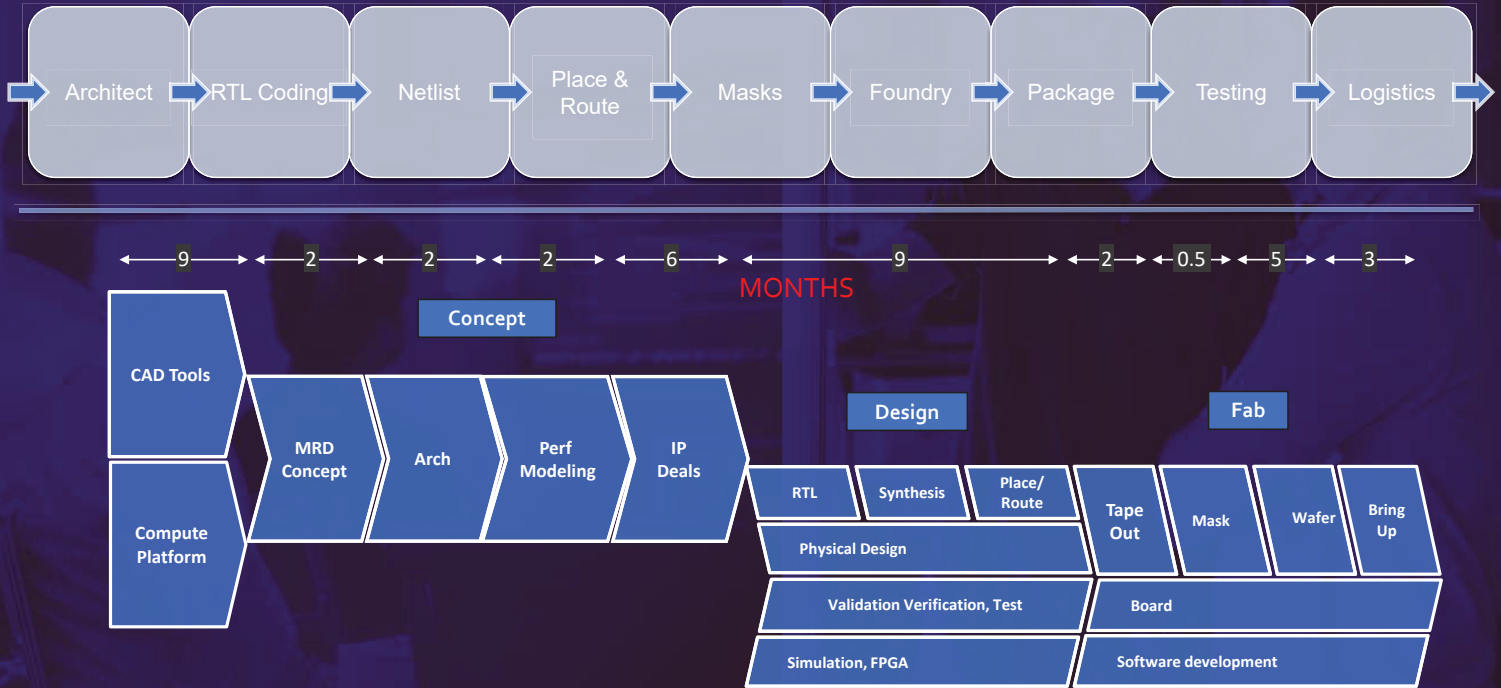


# Know Your Company's Business/Products/Operations





# Know Your Company's Business/Products/Operations



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



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First appeared as part of the conference materials for the  
46<sup>th</sup> Annual Corporate Counsel Institute session

"A C-Suite Perspective by a Former GC"