



GLOBAL LEADERS IN LAW

THE

# MONTH

July 2022

## CONGRATULATIONS

TO THE LIONESSES WHO SHOW PASSION,  
COURAGE AND DETERMINATION TO FOLLOW  
THEIR DREAMS.

## BRING YOUR PASSION TO WORK

FIND OUT HOW OUR MEMBERS SPARK  
THEIR PASSION IN THE WORKPLACE

'GOOD NEWS! WE  
CAN ALL NURTURE  
PASSION THAT LEADS  
TO HAPPIER  
CAREERS, WELL-  
BALANCED LIFE AND  
MORE  
PRODUCTIVE  
ORGANISATIONS.'

ALEX LAZARUS ON HOW TO BRING  
(THE RIGHT) PASSION TO WORK

# THE MONTH

*A monthly magazine with key takeaways, highlights and content driven by our community.*

For our July edition, we have selected the theme 'Bring Your Passion to Work'. It has been heartwarming and inspiring to explore how our members have sparked their passions and created a corporate culture that enables employees to bring their authentic selves to work. We also gave praise to the amazing England football team on the front cover, from accountants to working in Dominos, the incredible Lionesses truly showed us how you can hold a career and exceed in your passion.

The highlights include an article from Alex Lazarus, GLL Ambassador and Business Psychologist, who discusses why an "obsessive" passion for work is damaging. If you turn to pages 12-13, you will hear from Richard Harris, Chief Legal Officer at Robert Walters, on how leaders can navigate the complexity of hybrid working. On pages 24-25, Robin Taylor, Executive Director of Lawyers Without Borders discusses how you can enrich your life by supporting a cause that you are passionate about.

Excitingly, in the next few editions of The Month and before he gets wrapped up in his next challenge, Fergus Speight, former General Counsel of Royal London, will tell some stories. On pages 8-9 he reflects on his time as GC to give you something to consider when practising the skill demanded by your role.

As it is the summer holidays, we would like GLL members to send in a photo of them reading this issue of The Month. The photos will be included in the next edition and the best photo will win a prize!

Finally, we are always looking for members who would like to celebrate their team's achievements or share their insights and lessons learnt with other GLL Members. Please contact [Abigail Harris](#) if you would like to be interviewed or contribute an article to our editorial site.



**Abigail Harris**  
Director of Content  
Global Leaders in Law



**Rhiannon Winter Van Ross**  
Vice President  
Global Leaders in Law

*Grab a cup of coffee, turn off your emails and catch up on the latest insights from your community!*

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# HOW TO BRING (THE RIGHT) PASSION TO WORK



**Alex Lazarus**, Business Psychologist and GLL Ambassador/ Senior Leadership Advisor. Alex works with boards and senior leaders to help them build future-proof organisations.

## **DID YOU KNOW THAT A BIG PASSION KILLER AT WORK IS ... PASSION!?**

It is what researchers call "obsessive" passion for work; uplifting and invigorating, but also destructive and dark. A genuinely enjoyable, but equally all-consuming emotion that's singularly driven by work and work only; the source of our entire sense of identity and self-esteem.

Obsessive passion shows up at a dinner party when you can't wait to be asked what you do for a living. Blame it also on sending yet another message to your friends that you won't be seeing them later, because something came up at work. Apologies or embellished self-pity won't mask the fact that nothing and no one is as important as your job. As invitations dry up or you spend children's school plays pretending to follow the story, but you're mentally at work, you are never quite present. This obsessive passion for work has you all to itself. It makes itself at home in your extra fat cells as you skip exercise, it sits on your heavy eyelids when you miss sleep, and it accompanies you wherever you go as you clutch your phone, always ready to answer that work call or email.

The paradox with obsessive passion is that people who get caught in it love what they do, or they think they do. While this all-or-nothing dedication yields positive boosts and personal rewards in the short term, they are detached from everything else. Devoid of life's other meaningful experiences, a path from love to loathing is well trodden by those who give it all to their work. Along the way, there might be a breakdown, hidden loneliness, family conflicts, disconnection from friends, and ironically, a loss of sense of self.

## **Who, in their right mind, would allow themselves to be controlled by the love for what they do?**

I'll hold my hand up. I've been tempted. Unfortunately, our society has been hit by unattainable perfection and achievement compulsion. High achievers and more addictive personalities aside, playing to the crowd happens more often than we are willing to admit. It can also be the unintentional by-product of "all-in", "we are a big family here" cultures. When unchecked, professional and personal boundaries can blur and lead to burnout.



**Good news! We can all nurture passion that leads to happier careers, well-balanced life and more productive organisations.**

Passion for work does matter and the secret to holistic success lies in what scientist call “harmonious” passion. As the name suggests, it co-exists harmoniously with other aspects of our lives and it is very healthy all around.

**How can leaders nurture *harmonious* passion at work?**

Demonstrate and encourage in others a healthy work-life balance. It may seem counterintuitive, but it is the non-work activities such as sport, music, social gatherings, art or adventure that significantly impact how good you feel about work.

Invest time and energy in leisure activities, discuss hobbies, organise team bonding events where people can express themselves in broader terms, not only through the tasks they do at work. Create a sense of belonging but explore what belonging means to each team member. Provide opportunities for meaningful volunteering, mentoring, personal development.

## HOW TO REFUEL ONE'S PASSION FOR WORK?

If your passion dips, here are some tips on how to bring it back:

**What's the purpose?** Revisit why do you what you do? What gets you up in the morning? How does it matter to others and the world at large? How does it allow you to live your core values?

**What's the mission?** Remind yourself how things will be different when your work is done. How will you feel, and what will you say to yourself once you've achieved your mission?

**Take risks.** Do something out of your comfort zone, learn something new, test and experiment a new skill or a behaviour. Give yourself permission to be scared, curious and surprised. Evolve and allow for mistakes along the way.

**(New) Relationships matter.** Take care of your existing meaningful relationships at home and work, and expand your stakeholder orbit: new people, new ideas, new energy.

**Laugh.** Optimism is in huge demand right now. Laughter builds resilience and a healthy perspective for problems and challenges.

**Autonomy.** Nothing saps our enthusiasm as having our hands tied. If you feel you are micromanaged, plan how to address this with your line manager. Present them with a different scenario. Explain why and how you can do more and better work with more freedom.

**Create job clarity.** Research shows that lack of clarity over role responsibilities and lack of metrics of success is also a passion killer.

**Happy file.** We are all too quick to focus on the negatives. A bad day at work or a mistake can ruin the rest of the week. However humble or self-deprecating you are, keep positive feedback and kind words from others in one place. It's rarely a go-to file on your laptop, but when things go south, a reminder of your good work helps refuel your passion for what you do.

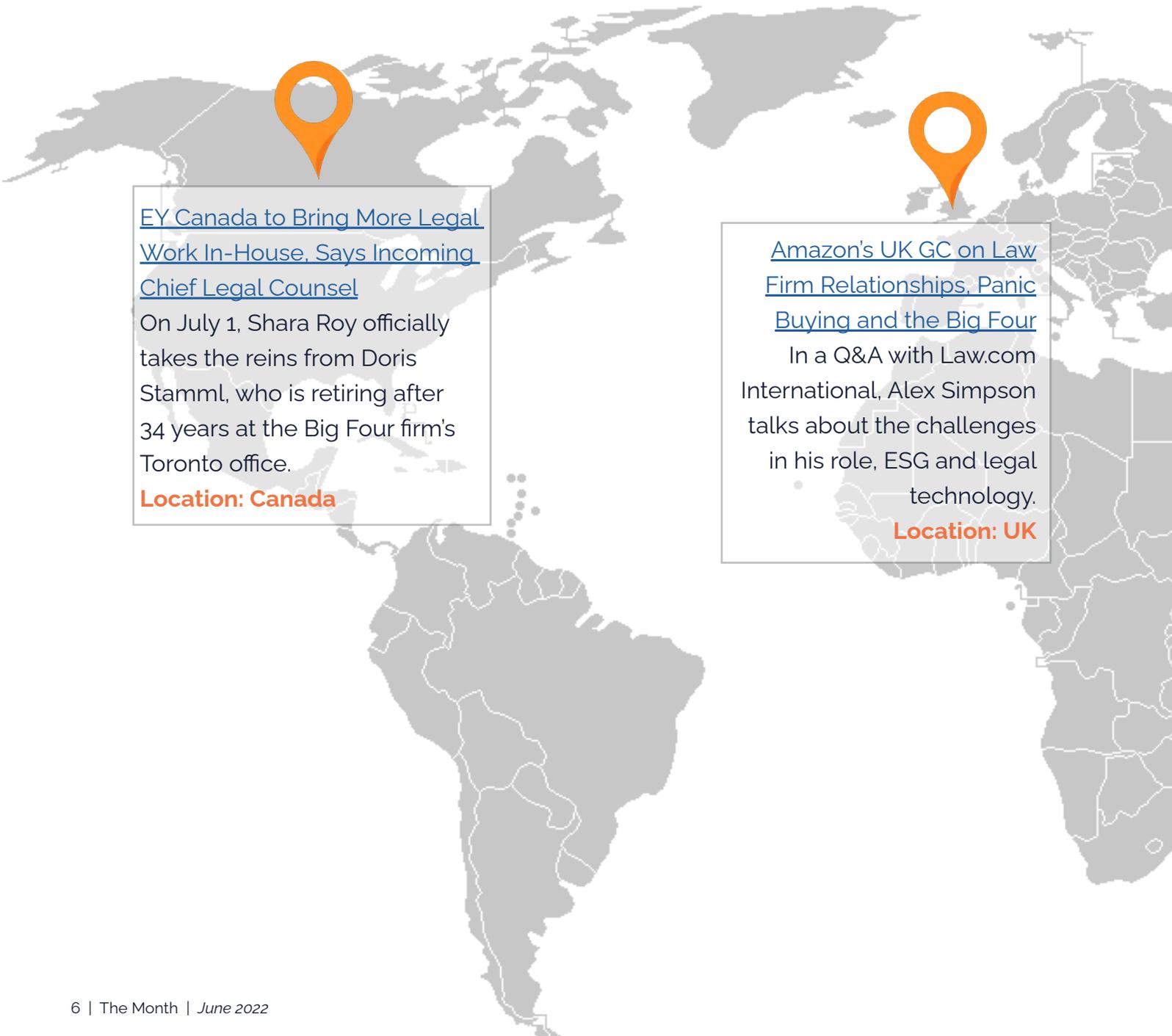
# GLOBAL GC NEWS

## COVERAGE FROM AROUND THE WORLD

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Global news on General Counsel around the world, picked for you by **Heather Nevitt**, Editor-in-Chief, *Global Leaders in Law and Corporate Counsel* at ALM Media.



### [EY Canada to Bring More Legal Work In-House, Says Incoming Chief Legal Counsel](#)

On July 1, Shara Roy officially takes the reins from Doris Stamml, who is retiring after 34 years at the Big Four firm's Toronto office.

**Location: Canada**

### [Amazon's UK GC on Law Firm Relationships, Panic Buying and the Big Four](#)

In a Q&A with Law.com International, Alex Simpson talks about the challenges in his role, ESG and legal technology.

**Location: UK**

[The US Reverses 'Roe' and the World Reacts](#)

The U.S. decision, which runs counter to global trends toward more liberal abortion rights, led almost immediately to a global call to strengthen legal protections for reproductive rights, as well as heightened fears for the knock-on effects on civil rights, privacy rights, women's health, and even local law.

**Location: Global**



[Asia Deal Digest: Latham and Clifford Chance on Hong Kong's Largest IPO, HSF Helps Indonesian Airliner Avoid Bankruptcy](#)

Latham & Watkins and Clifford Chance have advised on Hong Kong's largest IPO this year; K&L Gates advises on the sale of Apple Daily Taiwan; and HSF helps Garuda avoid a multibillion-dollar bankruptcy.

**Location: Hong Kong**

[Jardine Matheson Brings on Linklaters Tokyo Veteran as Global General Counsel](#)

A Linklaters Tokyo partner Matthew Bland has relocated to Hong Kong to become Group General Counsel at Jardine Matheson. Bland is the third consecutive Linklaters partner to take on the role.

**Location: Japan**

[What In-House Counsel Need to Know About the Singapore Convention](#)

While it is faster, there are some requirements that must always be born in mind when parties consider mediation.

**Location: Singapore**

# PLUS ÇA CHANGE...

FERGUS SPEIGHT IS THE FORMER GENERAL COUNSEL OF THE ROYAL LONDON GROUP HAVING STEPPED DOWN IN MARCH 2022 AFTER 11 YEARS. HERE, FERGUS REFLECTS ON HIS LESSONS LEARNT AS AN IN-HOUSE LEADER. YOU CAN READ THE ARTICLE IN FULL [HERE](#).



Talking to my former colleague, Kevin Parry, Chairman of Royal London Group, recently, I was reminded of just how much ground he and I had covered in the three years we worked together. We weren't reminiscing, which evokes images of gentle chatter, instead we were discussing ideas for what is next as I leave my role at Royal London after 11 years. As we looked forward, we jumped seamlessly to-and-fro from the future to the past and back into the present, from events that were major to other minor moments. We had lots to talk about.

I left that lunch knowing I have many options and opportunities as I continue in my career. This is partly due to demand but mostly because I have developed my skills and experience to widen what I can do. I also know what I do well. This happy position has arisen from being restless. Like many Scots, I like to improve, adapt and achieve.

Basically, over the years, I have just got better.

I am often approached by GCs at different stages of their own careers for my thoughts on scenarios they are facing. I might give direction however, more often than not my comments are to let the GC know they haven't missed anything or to add in any missing considerations. The query is usually prefaced with 'based on your experience and knowledge, and how to do things, what are the options?'

Being a GC is a skill. It is made up of many capabilities, some of which we will each be more competent at than others and like any skill you improve through practicing the right things. At GC level much will be made of leadership capabilities which, when mixed with our personal qualities, knowledge and experience enables things to get done. **A bit of ingenuity to navigate the way is often needed and with experience and a bit of forethought the routes to success become easier to travel.**

With this thought in mind and in the spirit of sharing and development and before I get wrapped up in my next challenge, over the coming editions of The Month I'll tell some stories. Perhaps mention people I have spoken to, events, how I felt and, what I thought about as I did the routine, some innovation and on occasion, achieved the near impossible.

Hopefully this will give you something to consider as you go about your business and think about when practising the skill demanded by your role.

It was a disagreement, an argument even, that gave me some clarity on what I needed to develop and or start growing. I'd like to say that it was a straightforward clash of contrary views, something that we come across all the time when advancing a position however, this was a conversation with a senior colleague that had moved to something absurd and the tone had escalated. We barely knew one another yet, I was being told what to do and what I certainly couldn't do. I felt myself rising to counter this.

As I was picking my time to interject, I realized I was being sucked towards the pugilist and I was about to be 'in it' rather than 'on it', as Michelle Elstein (GLL Ambassador) so ably says. I refer to a boxer as this event took place less than three minutes into my first meeting with this person.

I was getting angry and was coming within a split second of reacting. That moment didn't happen. Instead I became distant from what had become a background drone as I contemplated my lot.

I had a young family, mortgage, aspirations, expectations, needs; I had it all. I also have the tendency to be headstrong but also possess values, self esteem and, a strong sense of right and wrong. As my limbic reaction passed I knew I had to find a way to avoid a repeat.

This experience is not unique. I talked with a friend last month who dearly wishes to tell their colleagues how it is, but right now they too have it all and are having to find another way. I didn't think I would win by shouting, but the other person obviously thought bawling at me for no good reason was a good idea.

Feeling as I did, together with a few other observations is when I became aware of what a GC role is all about. To do it really well I knew I needed more capabilities and to be more competent at the ones I already had. There was a step up from where I had come from. Profilers will now ask would be GCs whether they recognize there is a step up and ask how high is it. Answers to this reveal how self-aware the candidate is.

With such high stakes and few experienced and approachable role models to turn to, in fact the term General Counsel was rare. I began to form my own list of what was required, validating it as best I could. There was some writing on the traits of high performing GCs but I preferred to look around and form my own view before pursuing what others were telling you. There was plenty to draw on from other professions such as Healthcare, Engineering, Aerospace, Consultancy services.

What I didn't have was a sense of how competent I needed to be across the capabilities and I set my own standards based on soundings from colleagues and friends in other jobs. My experience is that it is often those from a non-traditional background who provide the best views. Then I just got on with it. Now, such frameworks are common place and I encourage you to find one, often these are called success profiles. Should your own organization not have one in place ask around or use role profiles or job descriptions from head hunters to devise one. Then work through it.

**Having your own self development plan laid out in a structured way is very helpful.** You will have gaps but be assured you don't need it all. Once you are aware of what you have you will be better able to assess the demands of new situations and draw upon your skills and those of others.

That said, sometimes it is that assessment which is the hardest part.

Let's return to getting things done. Enabling stuff to happen is perhaps what GCs become best at. If they know their business, the ins and outs and frailties of the operations, the finances and the strategy, the company's purpose and objectives, plus what they don't know (as its nearly impossible to get your arms around everything) but where you can find the missing pieces, the GC quickly becomes a focal point: the person that people seek when it comes to achieving what can't be done alone.

Seeing such a list of umbrella terms or subjects you should have a handle on makes it seem easy or indeed impossible! On various other WhatsApp groups there are constant requests for information on who can recommend a mini-MBA or provide a course on M&A or explain strategy. There is a paradox here as the job demands you touch almost everything but you have little time to learn and build good knowledge on anything. Cal Newport's book 'Deep Work', might be worth a read to help on this.

**Be focused and make the time to learn about your ecosystem, and how others achieve in theirs – it's worth it.**

The challenges you face are those that many others are grappling with too. However, our community of practice is now more aware of ourselves and what is going on and are radically changing the way we speak about what is bothering us. All those years ago I left the bawler's meeting and resolved to play a different game with rules that elicited a more effective conversation and even allowed fresh and external perspectives to be heard. I managed to do so but not alone. Lots of people helped me along that way. Maybe there will be more of them in another edition.

As mentioned, I hear friends tell stories that are achingly familiar, plus ça change, plus c'est la même chose. The fundamentals are constant though what is new is our healthier attitude to sharing what is happening in a way that is deeper than just complaining about the boss. Expressing yourself and using your friends and perhaps the ready made bunch of chums in the GLL community will give you ideas on how you can change the rules you play to.

Let's continue to be candid with one another about what we are feeling and fearing and continue to be adept at listening. In doing so we will learn and, together, basically, we will all get better.

*If you would like to be interviewed or are interested in guest writing an article please reach out to [Abigail Harris](#).*

# GLL REPORT: BE KIND

*Our GLL Be Kind report includes inspiring nominations which showcase the fantastic, and often unnoticed, acts of kindness that take place within the in-house community. Kindness in leadership does not mean soft or weak leadership; it is a key component of an inspirational leader's toolkit to create an engaged and productive workforce.*

[Read the full report here.](#)

# DO YOU THINK KINDNESS CAN MAKE YOU A BETTER LEADER?



"Indeed, Kindness offers a fantastic return on investment every day of the year, leading to better

leadership, more productive teams, and a more fulfilling life at both work and home. Leaders who project compassion and warmth appear to accelerate trust."

**- Cristina De Dona**, Chief Counsel International, The Hershey Company



"Absolutely! Being able to truly connect can only really be achieved with kindness and respect for others.

So often, how you do something is so much more important than what you do, and bringing kindness into the way you do business and tough business decisions can really lead to better outcomes. Even the smallest of acts of kindness, like a simple 'thank you' or recognition of the individual, can make such a significant difference. I find that these small acts of kindness, this respect for one another, really helps to create an inclusive and collaborative, close-knit team."

**- Nicolette Henfry**, EVP, General Counsel & Company Secretary, InterContinental Hotels Group



"Do you have any skills or hobbies that help you switch off after work? I just started Zoom ballet classes again. Best

enjoyed without a mirror."

**- Luisa Edwards**, SVP & Deputy General Counsel, Comcast Corporation



"I think that kindness and also empathy are essential to leadership especially during challenging times.

Expressing kindness can take many forms big and small - from simply remembering someone's birthday to supporting them through a difficult time. But ultimately as a leader, the greatest kindness you can give to your team is by listening. That starts with building an environment where employees are comfortable enough to be their true selves and are empowered to be honest about their feelings and feedback. Some of the most impactful progress we've made at Uber, from safety to diversity & inclusion, are the result of listening to our employees, valuing their feedback and propelling those expressions into meaningful change."

**- Tony West**, SVP, Chief Legal Officer & Corporate Secretary, Uber



"Definitely. Having the courage to listen, to understand and then to take the right action for the

business taking that into account will make for better decisions, better outcomes, better teams and more happiness for all concerned."

**- Clare Wardle**, General Counsel & Company Secretary, Coca-Cola European Partners



"Definitely. Kindness flows from empathy, listening, respecting and caring - and taking a pastoral role

with your team. If you seek to get the best from your team, and to be the best leader you can be, then all of these qualities, and kindness, are essential."

**- Paul Van Reesch**, VP Legal - Corporate & Deputy Company Secretary, Coca-Cola European Partners

# SPACE, TIME

## AND THE F-WORD

Richard Harris is the Chief Legal Officer at Robert Walters. He recently wrote an article for GLL where he shared his thoughts on how leaders can navigate the complexity of hybrid working. Below you will find an extract from that article, you can read the full version [here](#).

So you made it through lockdown with your team at least largely intact.

You're most likely back in the office at least some of the time. How much of a good thing that is for you depends on which side of the "hybrid working is really marvelous" versus "no, I was much more productive at home/villa/boat/campervan."

You sit in your cosmetically refurbished open plan "workspace." It's mysteriously reduced in size but ponderously now has a "postcode." How did that happen? This is nice you think. However, your ears pick up when you hear the

utterances of the "F" word. It's not even being whispered!

Yes, people are openly talking about **FLEXIBILITY!** Urban legend has it, that if you say flexibility three times in the mirror and spin round, the spirits of Marshall Skadden and Les Arps will appear and set you a 3000-hour billing target.

Often Flexibility was left to the discretion of "your manager." This is code for "it's tricky, and we'd rather not have a policy." But why is flexibility such a thorny issue to deal with? It's complex. What we can say is that a critical issue for both employee attraction and retention.

Flexibility is a complex concept to define as it is very subjective.

Think about flexibility in two ways – space and time.

"Space" is where your work is done. "Time" is when your work is done. Work is a continuum in four dimensions. The wonder of the wormholes, which are Teams and Zoom, allow us to communicate across space almost seamlessly. For me, like most people, there are pros and cons to communicating virtually. For example, it's more egalitarian. In physical meetings, the more junior people in the room (and often the lawyers when you are in board meetings) default

to the far end of the table, so the far end of the conversation. In a virtual meeting, everyone is opposite you. There is a real benefit to the dynamic. On the other hand, in a virtual meeting, it's much harder to read the room and pick up on the nuances of body language – without physical tells you can be at a disadvantage, especially in long negotiation meetings.

However, space isn't so much the problem – it's time.

***“I challenge us to think of ways to be non-inflexible rather than just hand out flexibility.”***

Time can't be bridged through virtual communications. Going back to that Monday morning at home between 9:30 am and 10:30 am. You are online and want a call. I am in the coffee shop, but Monday between 9:30 am and 10:30 am is when my Dungeons & Dragons club meet (I'm a child of the 80s). Besides, I will be working late tonight. Can we speak later? Only later you have your aqua-spinning class. And you deserve it, you started at 6:30 am for that call to the other time zone. Unless you have a Delorean equipped with a flux capacitor, it's not going to work.

My example is admittedly for dramatic effect. But the point is this. Flexibility for one can and often creates inflexibility for someone else. Newton's third law says that for every action, there is an equal and opposite reaction. There are parallels here.

Is it unreasonable for a manager who is also a parent to want time in the middle of the day to spend with their family? What if that meant that their team then wasn't able to get time with them until the end of the day on a regular basis, which results in a later finish? Honestly, I struggle with both sides of this. I find myself feeling unreasonable and conflicted. Maybe, we need to stop thinking about flexibility and think about creating an environment which minimizes inflexibility?

But how do we create a “non-inflexitarian” workplace?

### **THREE STRATEGIES ARE NEEDED**

I challenge us to think of ways to be non-inflexible rather than just hand out flexibility.

# ONE.

## **Transparency**

*For others to understand the impact of their flexibility on you, they need to understand your space and time needs. The reverse is also true. Without a high degree of transparency with your colleagues, non-inflexibility cannot function properly.*

# TWO.

## **Empathetic collaboration**

*Understand how your flexibility will affect your colleagues? Where is the balance? What is movable and what is not? Is there a compromise? This is particularly important to those that manage teams.*

# THREE.

## **Dynamic underpinned by trust**

*The third plank is an appreciation that situations change – being non-inflexible means you need to ask yourself, do I still need this flexibility?*

# GLL ADVISERS BRING YOUR PASSION TO WORK

OVER THE NEXT FOUR PAGES,  
SOME OF OUR ADVISER MEMBERS  
TELL US HOW THEY ARE  
EMBRACING PASSION INTO THE  
WORKPLACE AND WHAT THEIR  
EMPLOYEES ARE DOING OR HAVE  
DONE TO BRING THEIR PASSION  
TO WORK.

## fieldfisher

Can you share a story of  
how you have embraced  
an employee/employees  
passion into the workplace?

We have so many stories about employees who have self-started pro bono and CSR projects that have flourished and helped so many people outside the firm who, without our help and that of our charity partners would have been lost. Two of our favourite stories are below.

We are very actively involved with Mencap, a UK learning disability charity, and National Deaf Children's Society, a charity whose aims are evident from the name! Our relationship with their legal teams is pretty fluid and they can request pro bono work from us quickly and with confidence that families they connect us to will get client service of the same level we give to PLCs and oligarchs. ***Because our leadership is passionate about pro bono and because we give our staff time and encouragement to pick up cases we are able to deliver help quickly and effectively.*** We have managed cases for families whose benefits were at risk or who needed help with local authority funding. We have attended tribunals to fight for the right of children to be educated in the most supportive environment. You can see the fire in people's eyes as they do the work and the satisfaction when they win.

More closely connected with our local community is a reading scheme our staff run with a local primary school and a legal advice centre we run with a local University law faculty. Again, our leaders actively encourage participation and, critically, support taking time during the working day to attend the school or research consumer legal advice for people in the local community.

So, do our employees bring their passion to work? Every day and in huge numbers. We are not alone. Pro bono and CSR is thriving and we love it!

# How have you enabled employees to bring their passion to work?

We have all spent long hours over the past 2 years trying to figure out how to engage with next gen lawyers. Do we let people work from home more? Can people wfb (work from beach) and still be effective? Do people need flexi time, compressed time or any other sort of time? All of that is really important to retain great people and stay competitive in a sector where people can and do move frequently (and where the market, particularly for transactional lawyers) has been very hot. But it doesn't lead to passion – in fact the worry is that so much flexibility and remote working will undermine what for many people is the best part of the job: being with a great team that works together and enjoys socialising together.

We have found that a lot of our younger (and older) lawyers want to use the privileges and skills the legal profession has given them to do something that is of tangible benefit to society. ***What ignites real passion is the opportunity to do something unambiguously good.*** That can be pro bono work (which is a great opportunity to use skills we have been given for something other than making money), charity work, campaigning for environmental change, promoting social mobility or a myriad of other things that loosely fit under the banner of CSR/ESG.

In our firm, the circumstances for our lawyers to use their time for causes they are passionate about has been enabled both by positive reinforcement through our structures and organically by giving people freedom to lead on projects they are passionate about and celebrating the good work people are doing.

Breaking it down:

1. All of our lawyers are given **credit for hours spent on pro bono and CSR work** and they feed into our bonus system.
2. We have set up **formal structures to encourage our lawyers to give their time to CSR projects.** For example, we have a very busy pro bono programme, acting for a number of organisations and charities who need legal help themselves or connect us to people who can't otherwise access legal support, and are also founding supporters of the pro bono hub, iProBono. We are introducing a single Charity Day where – subject to unavoidable deadlines – all of our staff will spend the day volunteering and raising funds for charity. Like many companies, we enable our staff to participate in environmental changes schemes through our payroll;
3. **Most importantly, we let our people do what they want to do.** People have set up tree planting schemes, actively sought out and opened pro bono accounts, asked for extended leave to staff refugee camps, taken trustee roles, used our conference space for social mobility days. You name it! What is really rewarding is that these people are not slackers and dreamers – these are the next gen leaders of the firm. Many of the trainees and associates who started our programmes have advanced to or are on track for partnership. It's at the heart of what we do.

## HOW HAVE YOU ENABLED EMPLOYEES TO BRING THEIR PASSION TO WORK?

A self-professed legal technology "geek" unravelling a billion dollar art collection fraud would strongly posit a yes!

The Big Data era we live through daily has meant society can now detach stereotype of a technologist working from his mum's basement from who they really are. Athletes, extroverts, musicians...even lawyers. Who would have thought that a specialism in eDiscovery could lead you to the intersection vectors of data science, law and occasionally art. And our very own Sherlock Holmes looks and sounds nothing like Doyle's archaic detective.

## INNELI, WHAT ABOUT THAT?

I was asked to work on a multi-jurisdictional matter based out of the US for which EU data required the case be run out of the UK. I remember scoping the initial the discovery specifications and being so intrigued by the case background that I snapped it right up for myself and my team to lead.

While my JD (US LLB post-grad equivalent!) focused on IP law and I am a Director of eDiscovery, I studied art history at university (you need a bachelors before they permit you to read law!). You can imagine why that matter was the zenith of any cases that might lend on my desk!

## AND THEN WHAT?

Given the geographically dispersed nature of the evidence trail, we received numerous data from multiple sources and stakeholders with an abundance of duplicative, or seemingly duplicative content. In order to help the case team streamline their review, we used a combination of proprietary analytics and machine learning to pull trends and threads from what, at first pass, looked like a completely unrelated tangle of information.

Ironically, taking time to pick and choose which tools to use to organise and interrogate the data is much more art than science. A feel for the people involved and the goals of the legal team meshed with the everything the data can tell us really does lead to some impressive results. Whether the subject matter is art, financial instruments of the environment. In this instance we leveraged Textual Near Duplicate Identification to implemented a coding inconsistency check workflow to isolate potential duplicates and ensure uniform disclosure. This served as a precursor to us integrating coding consistency checks across all our reviews and it's now a standard disclosure validation for every case!

This case was the start of TransPerfect's successful relationship with the client, leading to an MSA and many new matters over the past few years!



**Inneli Udurawana**, Director Project Management, TLS



**Anna Nicola**, Director, Business Development, TLS



In July 2019, months before any of us had heard the word “coronavirus” or knew first-hand the stress that comes with a pandemic, Partner Kim Winter introduced a passion of hers to Lathrop GPM – a mindfulness, meditation, and professional growth program. Mindfulness is proven to reduce stress, and increase resilience, productivity and camaraderie.

The first group was offered in person in one office and about 25 people signed up and completed the new program. We have since expanded to all our offices and switched to a virtual format. To date, more than 250 people have participated, and some multiple times.

The six-week meditation program teaches participants how to use mindfulness and meditation to ease anxiety and stress, while increasing feelings of well-being and peace; employ simple breathing techniques to cope with difficult situations; and find ways to better align oneself with personal and professional goals. Participants have commented that they are sleeping more soundly, feeling more connected to their colleagues and family members, noticing a difference in how they handle work-related stress, and feeling a greater sense of power in their ability to use their mind to create the life they want.

## LEGAL DATA WORK- SPACE

In his book *'This is Not a Dress Rehearsal'*, Michel Masquelier states that as a business leader and role model, he is a 'possibilist' rather than an optimist, realist or a pessimist. I love this because leading a business as a possibilist and seeing the business through the colourful lens of intelligent, kind and wonderful individuals with their passions and unique personalities, enable teams to be built in an environment of trust, respect and fun. In my experience enabling team members to bring their passions to work, is empowerment for them personally whilst collectively driving the creativity and results for success! For example, taking his passion for fatherhood and in support of his wife's career, our Tommy whose little boy goes to nursery some days per week has been able to commit and deliver outstanding results working flexible hours.

A while back, I took my passion for yoga into a client organisation who adopted a morning regular weekly slot for their employees which not only made us all feel good – it is such a great way to meet and chat and sometimes go and get coffee/breakfast together post class.

Having a passion in life make us the individual people we are. A business environment that embraces folks who can show their whole face not just their 'work' face, makes for a far more energetic and happier environment and most of all a fun experience – full of possibilities.

# CULTURE IS THE KEY TO UNLOCKING PASSION IN THE WORKPLACE



**David Jackson**, CEO at Shoosmiths

There is a school of thought that the things you are passionate about should belong at home; and that 'work is for work'. But at Shoosmiths, we love learning about what makes our people tick and discovering all about their skills, experiences and ideas.

We've been thinking a lot lately about what it takes to ensure people feel comfortable enough to bring their true, authentic selves to work. We think that for people to thrive in the workplace, businesses need an inclusive environment and an open, people-centric culture where diversity of thought and new ideas, can flourish.

When people feel comfortable enough to be themselves, they bring their passions to work in their ideas and approaches, and there are benefits in that for the individual, for colleagues and for businesses.

## WHAT MAKES PEOPLE TICK

By nurturing a culture of openness and encouragement, we can learn more about our colleagues, and what drives them.

Earlier this year, our estates

manager in the South, Craig Sharland, told us about his passion – basketball. Craig captains The Federation of Masters Basketball Association (FIMBA)'s Great Britain over 35s squad. He told us his team was going to the European Championships in Malaga through June and July and discussed with us a partnership opportunity, which we jumped at.

We're proud that Craig brought his passion to work, and it was great for the firm to be able to sponsor the team in recognition that it takes great skill and determination to reach this level in sport and represent Great Britain. Craig returned with a bronze medal, which made us incredibly proud.

## AUTHENTICITY

When people feel they can bring their authentic selves at work, they also bring ideas.

One such idea really touched us. Hanna Friedrich is a member of our front of house team, based in London, and during her very first week with us, she had a conversation with Partner Gary Assim, who mentioned to her that later that



*Craig Sharland in FIMBA kit with Shoosmiths sponsorship*

week lawyers from a Polish firm, who we work with frequently, were visiting along with a client.

That evening, Hanna thought about her chat with Gary, and had a conversation with her housemate, who also happened to be Polish, about it. They discussed ideas about how Shoosmiths might make the visitors from Poland 'feel at home', and they came up with a plan that involved Sliwka Naleczowskan, famous and much-loved sweets that are a childhood favourite in Poland. Hanna sourced a box and put them in the meeting room. Our visitors loved the sweets and couldn't believe the firm went to such lengths to obtain the sweets, commenting that it was a lovely touch.

Hanna went the extra mile and felt she could bring her ideas forward and put them into practice. It is an example I like to use regarding making a difference and our people feeling comfortable enough to bring new ideas forward.

### IDEAS BUSINESSES CAN ADOPT

There are many more examples of how our people bring their passions, ideas, skills and experiences to work every day.

Aside from strategies and cultural changes, there are a couple of other ideas businesses could adopt to encourage people to bring their

whole selves and their passions to work, which have worked for Shoosmiths:

- **DIVERSITY OF THOUGHT** – consider a Shadow Board and a reciprocal mentoring programme. Sometimes bringing in broader experiences can benefit businesses when making decisions. Shoosmiths has established these programmes in the last two years and they are working very well, with members of the firm throughout the business in many different roles involved.
- **ESG** – ensuring your people are aware of and engaged in reaching your ESG goals is key for any sizable business. Collectively we can make a difference, but sometimes people like to make a difference individually. So why not consider ideas like 'match-funding' people in their own fundraising endeavours?

To conclude, there should be no barriers to people bringing their true authentic selves to the workplace. The more we encourage people to be authentic, against a backdrop of a people-centric culture, the more ideas and opportunities we see as individuals, colleagues and as a firm.



# STRATEGIES TO DEVELOP HIGH PERFORMING TEAMS



Adam Daniel MBA, Resilience Strategist & Human Performance Coach at Courageous Co., recently led a GLL Virtual Mini MBA. He explored the three essential psychological needs for great teamwork and outlined strategies to develop a high-performing team by incorporating simple, evidence-based practices that provide greater alignment, increased trust, and ultimately a strong sense of relatability within a team. You will find the key highlights below.

## TEAM IDENTITY IS CRITICAL

A high-performing team has a reputation that others want to belong to - A team identity is critical as it fuels a tribal sense of cohesion and belonging, which in turn drives higher levels of motivation, contribution and cooperation. Which in turn underpins high performance.

In practical terms, you can break team identity down to **4 elements**:

**Membership:** Who are the members of this team and what's the story we wrap around that?

**Belief:** What do we believe in, and how strongly do we protect or champion those beliefs in the way that we work?

**Culture:** How do we roll as a team? What's the lived experience of being in this team? Does it align with each team member's own values? Is it a supportive culture - one that allows me to bring my full self to the table and do my best work?

**Reputation:** Last but not least, how do others experience this team - regardless of who they are dealing with - and what's our reputation as a result? Is that a reputation I want to be associated with?

## DEFINING TEAM PERFORMANCE

There are many ways to define High Performance, Phil Neville's definition is simple yet powerful "High Performance is doing the best you can, where you are, with what you have got" taking that a bit deeper it can be interpreted as:

The route to a high-performance team is through their strengths, building a team that is cognitively diverse.

High-performing teams have a handful of non-negotiable trademark behaviours - and they stick to them.

If you want to build a successful organisation, the team has to care about what you're doing. A high-performance team is a committed team.

## STRATEGIES TO BUILD HIGH-PERFORMING TEAMS

When it comes to building high-performing teams, decades of research highlights that when people feel psychologically fulfilled, they tend to be healthier, happier, and more productive. How is this achieved? Through the application of Self-Determination Theory (SDT). At the highest level it proposes that enacting policies to foster supportive management, where employees are afforded space and choice, are confident in their skills, and have a sense of belonging,



# EMPLOYEE WELL-BEING AND THE PASSIONATE EMPLOYEE

## ALM INTELLIGENCE



*Tomek Jankowski, Director, ALM Intelligence Pacesetter Research*

The CEO ushered me into her office for an interview at the place that would become my first corporate employer. As she motioned for me to take a seat, I had to step around the blood on the floor (which was also spattered on an adjacent whiteboard). A lifeless, severed human head lay nearby, next to a chainsaw. There was also a cracked and bloodied hockey goalie's mask propped up against the head. The interview began. She briefly explained the office was having a workspace decorating contest and the theme was Hollywood horror films. It turns out she was a big fan of "The Texas Chainsaw Massacre."

One of the interesting findings to arise from the ALM Intelligence Pacesetter Research report Employee Well-being 2022-2023 was the emphasis placed on culture in employee well-being by key stakeholders. Culture in a business is a notoriously difficult thing to define. I remember the glazed look in bankers' eyes after Dodd-Frank was passed

and regulators demanded that cultures change across financial services. Banks have culture?

According to the conversations we had with both the professional services provider firms and the buyers of their services for that research, culture was something employees highlighted as one of the definitive factors in the employee experience. Of course compensation, benefits, interesting work, career track, etc., were all important, but they described being empowered to bring their best to the job when they felt valued not just by their managers, but by their colleagues as well.

**"Culture was something employees highlighted as one of the definitive factors in the employee experience."**



**Figure 1.1:** The relative maturity of provider firm go-to-market approaches to employee well-being

An important realization to emerge from this is that yet another demand is being added to the manager's requisite toolkit: culture management. This is distinct from employee management and team management. And this spans all managers, from the CEO or managing partner down to unit-level managers. It is not just the reactive employee conduct-level management, but the proactive employee empowerment and team empowerment through culture-level management. This is not something taught in law school or MBA programs – but it should be, at least for those students with partner-level aspirations. There will, I feel certain, increasingly be a regulatory dimension to this culture-management requirement, but those organizations most focused on internal effectiveness (not just efficiency) and client outcomes will already be on this path.

The CEO in my anecdote at the beginning did some fun things that helped morale like what I described, but she also built a company culture based on not just organizational, but personal growth and development. She hired a lot of younger people just starting their careers (like me at the time), and invested in our professional development – knowing that eventually, we would all take those gained skills and knowledge out the door. But along the way she generated very genuine loyalty both to herself and her leadership, as well as to the company, and to my colleagues from that time, most of whom I am still in contact with decades later.

# ROBIN TAYLOR FROM LAWYERS WITHOUT BORDERS ON 'BRING YOUR PASSION TO WORK'



**Robin Taylor,**  
*Executive  
Director,  
Lawyers  
Without  
Borders.  
Robin Taylor*

*is the Executive Director of the global non-profit, Lawyers Without Borders, harnessing the power of pro bono service to promote the rule of law and increase access to justice. Under her leadership, Lawyers Without Borders trains human rights lawyers, builds case management and trial advocacy skills, provides technical assistance to combat transnational organized crime such as human trafficking and wildlife poaching, and creates sustainable institutions, including the new Kenyan Prosecution Training Institute.*

*Robin has extensive trial and international experience serving more than 20 years at the U.S. Department of Justice (USDOJ) as an Assistant United States Attorney.*

Must passion and work be inexorably intertwined? While there is nothing inherently wrong with finding your calling or doing something you love, applying this to a career choice seems somewhat dubious. Unsure if you agree? Perhaps, ask yourself if when choosing a heart surgeon for an aortic valve replacement, would you prioritize skill or passion? More simply, passion for many will not pay the bills.

A job should be useful and provide a purpose, and may even be the means to financial freedom so that you can seek out your true passion. Still, there may be nothing more demoralizing than getting up each day to do a job you don't find meaningful. Without passion you may question the value of your work or why you do it.

Perhaps, you're stuck in a job because of the salary or seniority, the so-called golden handcuffs. According to Gallup in 2021, 85% of American employees are actively disengaged from their jobs. Maybe you feel unappreciated? Van Gogh famously said while painting "a great fire burns within me, but no one stops to warm themselves at it,

and passers-by only see a wisp of smoke."

Is passion something you cultivate and wait for like kissing frogs to find a prince? Perhaps, it is more productive to seek purpose and cultivate passion. It is also important to acknowledge that even if you love your career, that doesn't likely mean you will love every aspect of it or love it all the time. Keeping fulfilled means choosing an optimistic attitude, even in the mundane. Vartan Gregorian, the former President of the Carnegie Corporation and President of Brown University, noted, "much of life is about the routine, not the extraordinary, but do not let the routine distract you from your pursuit of the exceptional." This means staying curious. Even with a passion for your work, it's important to continue to grow and fight off complacency.

As passion can flame up and burn down, persistence is needed to keep you going when things get rough. It provides the endurance to keep going and devotion to pursue your passion on the job or in life. The marriage of passion and perseverance might lead to



the development of grit. I agree with Calvin Coolidge: *"Nothing in this world can take the place of persistence. Talent will not; nothing is more common than unsuccessful men with talent. Genius will not; unrewarded genius is almost a proverb. Education will not; the world is full of educated derelicts. Persistence and determination alone are omnipotent. The slogan 'Press On!' has solved and always will solve the problems of the human race."*

Sometimes you may need to find or stoke passion outside the workplace. This can be how you create opportunity and help supplement the expectation your job will meet your needs for passion. Those with an education and a job, especially lawyers, have a duty to give back. As you reach your goals and achieve success, taking time to support a cause you are passionate about can enrich

your life, familiarize you with your community, and introduce you to ideas that may change your perspective. Volunteering provides an opportunity to grow, explore, and understand the world around you. Lawyers can provide pro bono service, a way you can marry your talent with your passion. Lawyers Without Borders has a network that helps us develop our rule of law and access to justice programs around the world to promote human rights and combat crime, such as human trafficking and wildlife poaching. As you seek to find passion and purpose, we encourage you to reach out to support our mission.

# Q&A

WITH SEAH HOLDINGS EVP.

# MICHAEL PAIK



*Michael Paik, EVP for Legal, Trade and Risk Management of SeAH Holdings.*

## **How have you enabled employees to bring their passion to work?**

I believe that we have passions related to work, as well as, of course, those that are not, and with respect to the latter, while we welcome sharing, it's really up to each employee as to whether or not they want to open that part of their lives to us at work.

Sometimes, when it looks like there's something that we can share, and it's usually related to food, restaurant hot spots and so on, that's wonderful, and we do. We've also had Workshops for our Teams, where we go and make small leather products together by hand while we chat, or once, baked goods, but it's hard to find something that everyone enjoys.

## **Can you share a story of how you have embraced an employee/ employees passion in the workplace?**

For work-related passion, we try to encourage each member of our Teams to find an area of work in which they'd like to delve deeper, to develop excellence or really, just to satisfy their own curiosity. On a larger scale, we currently have two members of our Teams attending graduate school and one did so in the past, with company support. These types of education-based initiatives also include specific trainings for ISOs in risk management or compliance, and this all relates to a passion for (work) excellence.

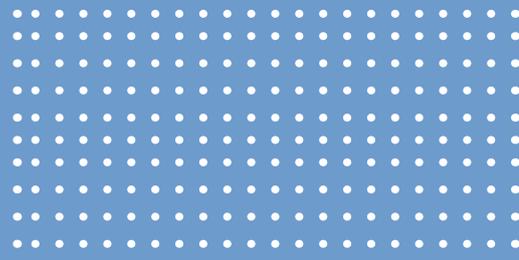
Finally, there are passions related to our own beliefs about what's right, and in some cases, we have the opportunity to make things better for a broader group by harnessing our energies and passions at work, for work. Specifically, these have related to gender diversity, harassment, human rights and

related matters for which the Legal and Compliance Teams (and surprisingly, Trade, as well, with certain sanctions) can have a real impact. I'm not shy about saying that we are a force for good in this regard, and yes, for many of us, this is indeed a passion. It is truly meaningful work.

Most recently, we had the opportunity to push (hard) for the adoption of a zero-tolerance policy on harassment at work, and I believe that our passionate beliefs on these matters helped us in navigating through some resistance to get to a better place for our employees, their families, the company and other stakeholders. It was not business-as-usual on these matters, and without going into too much detail here, I think that we have become a better company as the result of addressing these issues, with passion.

Lastly, we have a current issue related to workplace dress codes where some members of our Team (myself included) had different views, and our exchange on these issues resulted in learning and a better understanding of alternate perspectives. Ultimately, I asked the member of our Team with an especially passionate view to please lead the effort at looking at these issues company-wide. I believe that this individual's passion will help drive that project to successful completion. Passion is needed to overcome institutional inertia, I think, and that's where it's most helpful at work, in my opinion.

*If you are interested in guest writing an article for our editorial sites please do get in touch with [Abigail Harris](#).*



# GLL WOMEN'S DAY 2022

TUESDAY 11TH OCTOBER  
THE NED, LONDON

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*Carina Radford*  
*Partner, White & Case*



*Sarah Binder*  
*General Counsel, Lime*

## TOPICS

- Speaking Up on Social Change
- Prioritising Health & Wellbeing - Navigating the Menopause
- Building a Career in a Hybrid World
- Leadership Mindset: Your 30, 60 and 90-Day Plan
- A Year of Yes?
- Speed Mentoring

VIEW THE FULL AGENDA [HERE](#)

# MEMBER NEWS

## ADVISERS

### TRANSPERFECT LEGAL SOLUTIONS

#### Victory Lap - London Benefitting the V Foundation for Cancer Research

TransPerfect is committed to knocking out cancer by supporting the V Foundation and its initiatives. TransPerfect Legal Solutions London will host the Victory Lap 5K on 4 August in Battersea Park. This event will feature a race through the park, a silent auction, and a post-race celebration with food, beverages, and entertainment. All proceeds will benefit the V Foundation for Cancer Research. Enjoy the beautiful scenery, food and drink, live music, and the opportunity to support an impactful organisation!

Get in touch with [Anna](#) to learn more or register!



## CHEERS...

TO OUR MEMBERS WHO HAVE JUST RENEWED AFTER THEIR FIRST YEAR WITH US

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# GETTING THE MOST OUT OF GLL WITH OUR TRAINING AND PERSONAL DEVELOPMENT

One of the main pillars to a membership with Global Leaders in Law is the Training and Personal Development opportunities we offer for the entire legal team.

Every year, we hold quarterly virtual Mini MBA's for the entire legal team across both GLL and GLL Advisers. Our in-person Mini MBA's are designed for your Rising Leader to develop their business and leadership skills by learning and hearing from thought-provoking professors and thought-leaders and take place in both the UK and US. They help prepare your legal team to enter management and leadership positions in their corporations. Both online and in-person participation in the MBAs offers the participant accreditation.



## Previous MBA topics

- Financial and Business Acumen
- Taking Up Your Authority as a Trusted Advisor
- Leadership as Coach
- Cognitive Agility, Conversations and Creativity

# UPCOMING EVENTS 2022

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**Thursday 1st September 2022**

[GLL Thought Leadership Dinner](#)

The Houghton Hotel, South Africa

*Networking for Senior Management Team*

**Tuesday 11th October 2022**

[GLL Women's Day Exchange](#)

The Ned, London

*Development for the Senior Female Legal Team*

**Thursday 13th October 2022**

[GLL An Evening with Friends](#)

Rosewood Mansion on Turtle Creek, Dallas

*Networking for Senior Management Team*

**Thursday 20th October 2022**

[GLL An Evening with Friends](#)

Foreign Cinema, San Francisco

*Networking for Senior Management Team*

**Thursday 3rd November 2022**

[GLL An Evening with Friends](#)

Soho Beach House, Miami

*Networking for Senior Management Team*

# THE GLL TEAM

## OUR PASSIONS

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### **Abigail Harris**

*My passion is Roses and I love growing them in pots in my garden! My favourite, is Scepter'd Isle by David Austen.*



### **Rachael Toovey**

*My passion is travelling. I have been to 40 countries so far...and counting.*



### **Elle Jeffs**

*My passion is Fitness, ideally followed by a morning coffee as I love how it sets me up for the day!*



### **Rhiannon Winter Van Ross**

*My passion is paddleboarding. I live on an Island on the Thames so I love to start my day on the water.*



### **Molly May Watson**

*My passion is trying out new cocktail recipes and of course taste testing.*



### **Sarika Sandhu**

*Spending time looking for and cooking new healthy dishes that are not too time consuming!*



### **Heather Nevitt**

*My passion is being around nature and enjoying the outdoors with my family.*



### **Lisa Prickril**

*I love entertaining friends and family and I'm fortunate to have found a career that allows me to do this professionally.*

