

2021 REPORT

LEAVE A LEGACY

SCHILLINGS



GLOBAL LEADERS IN LAW

CONTENTS

The report will showcase outstanding legal leaders who continuously strive to make a difference and have created a legacy that inspires others through initiatives that have shifted things and made your company or community a better place. We asked members of the legal industry to nominate leaders who not only inspire them, but will leave a lasting impact on their organisation or the legal sector as a whole. Nominations included transformational change, mentoring, inciting cultural change, defining and shaping the purpose of the organisation, ESG, empathetic resilience and well-being, or diversity and inclusion initiatives. The winner of the ‘Leave A Legacy’ award will be announced at this year’s British Legal Awards on 17 November 2021.

#GLLLeaveALegacy

GLL WELCOME NOTE	03
WELCOME FROM SCHILLINGS	04
AINE LYONS	05
ALISON YAPP	07
AMY FLIEGELMAN OLLI	08
ANDREW GARARD	09
ANTHONY KENNY	10
ANDREW THOMPSON	11
CAROLINE GRIFFIN PAIN	12
CHRIS BULGER	13
DAN KAYNE	14
DEEPUN HARIA	15
DONNY CHING	16
FARRAH PEPPER	17
FERGUS SPEIGHT	18
GIOVANNA MILIA	19
JAMES BONINGTON	20
JEREMY BARTON	21
JOHN BLOOD	22
JOHN HARRISON	24
KAREN LINEHAN	26

AN INTERVIEW WITH:	
KEITH SCHILLING	27
KATE CHEETHAM	32
KELLY MAHON TULLIER	33
KIRSTY COOPER	34
LAUREN LIVINGSTON	35
LOUISE PENTLAND	36
LUISA EDWARDS	37
MAAIKE DE BIE	38
MARIA GARTON	39
MARK GREGORY	40
MARK MAURICE-JONES	41
MARY BOWIE	42
MATTHEW WILSON	43
MONICA RISAM	44
REBECCA MILLS	45
RHONDA POWELL	46
RICHARD HARRIS	47
ROB TOWNSEND	48
RUPERT HOPLEY	49
SEAN THOMAS	50
SUSANNAH STROUD WRIGHT	51

GLL WELCOME NOTE



ABIGAIL HARRIS

Director of Content,
Global Leaders in Law



**RHIANNON
VAN ROSS**

VP Global Memberships, ALM

Exemplary executive business leaders recognise the importance of their team and the wider ecosystem of their company, and this is no different for the general counsel of the future. Since Global Leaders in Law launched as a membership group in 2008, facilitating mentorship and empowering the in-house legal team to connect with one another has been a driving focus, and one that has led to us striving to create strategic initiatives which will help leaders design their own legacy.

This report is one more building block in this initiative and will showcase outstanding legal leaders who embody these key characteristics and continuously strive to make a difference. We asked members of the legal industry to nominate leaders who not only inspire them, but will leave a lasting impact on their organisation - or even the legal sector as a whole. The reasons for nominations included transformational change, mentorship, inciting cultural change, and even more.

Each of the nominees mentioned in this report have created a legacy that inspires others, either by creating initiatives in their own companies or working to make their community a better place. We are so honoured to be able to shine a light on them and what they have done, as often these things do go unnoticed.

We are delighted to partner once more with Schillings for this report, who were previously partners for our Be Kind 2020 report. Since the pandemic struck in the spring of last year, there has been such a drive towards public kindness and understanding of the individual and we are so fortunate that Schillings have seen and understand this, and want to help us to say thank-you to those who have helped others.

We hope you enjoy this report, and that it inspires you to further create and encourage your own teams to create a lasting legacy.

WELCOME



In life, we usually try and avoid leaving ‘things’ behind, but as leaders, the idea of a legacy that will endure once we are gone is both alluring and, in some ways, inevitable.

This is because leadership legacy reflects not just the values of an organisation’s leaders but also those of everyone who works there.

I believe leadership legacy to be bound very closely with the culture of our business, and it’s this connection with the entire workforce that keeps us on our toes.

As leaders, we hope to make a difference in the here and now and inspire and empower the next generation.

Over the last 18 months, our culture and values have been tested beyond what we could have previously imagined.

Working remotely and often in challenging circumstances has thrown what we do and how we do it into sharp perspective.

It wouldn’t be an exaggeration to say that a great deal has been asked of us and we’ve asked a lot of our colleagues.

I’ve always been a great believer in the necessity of resilience both in life generally and as a litigator. The impact of the pandemic has only served to amplify this.

To be able to pick ourselves up and dust ourselves off in the face of such adversity – finding a way through or around the obstacles in our path has allowed us not just to survive but to thrive.

As the dust begins to settle and we start to talk, tentatively, about life post-pandemic, I’ve been able to reflect on some of the genuinely remarkable resilience I’ve witnessed. Resilience from colleagues at Schillings, friends in my community and the clients I’ve been lucky enough to work with.

That’s not to say resilience is easy though – particularly when we’re all working remotely, which is why honest, open and supportive relationships with colleagues are so vital.

Time and again I see this behaviour reflected back at us in the legacy of our leaders and it’s something I’m incredibly proud of about our culture here at Schillings.

In my experience, the best leaders support us to work at our best so that we can deliver results. They do this by making sure we feel confident to ask questions, unafraid to challenge the status quo and at ease living the values we hope those around us will emulate.

I recognise the privilege I have as a Partner at Schillings, where part of our leadership legacy is giving something back through our pro bono work.

Uncertain times call for bold thinking and even bolder actions, which is why I’m so pleased to be part of this year’s campaign judging panel.

In the following pages you’ll find some fantastic examples of leaders who truly strive to make a difference, inspire others and ultimately leave the world around them better off.

As we chart a course through this next chapter of the Covid saga, I hope you’ll find this report both an inspiration and a call to action.

RACHEL ATKINS

Partner at Schillings



AINE LYONS

VP & Deputy General Counsel,
Worldwide Legal Operations, VMware

Nomination

Aine's commitment to improving diversity and inclusion, and her work and promotion of legal operations will leave a lasting impact in the UK legal industry.

1. What does leadership legacy mean to you?

Leadership legacy is about standing up for something that makes the world a better place and inspiring colleagues to do the same. For me, this has meant working with other senior leaders and our CEO to establish the VMware Inclusion Council, which is now a key driver of VMware's diversity, equity and inclusion (DEI) efforts. I was vocal (with some other wonderful colleagues) about the need to measure our progress in our DEI efforts, just as we would for any other business goal. As a result, DEI is a shared goal for all senior business leaders that is tracked and measured. Seeing the transformational change this created in our culture and the difference it made to colleagues across the company solidified my view that we can make lasting positive change through our actions at work.

Outside of my company, my work with CLOC as Europe Lead and Board member is fuelled by my belief that the CLOC community can become a powerful force in propelling Legal industry innovation and change. By harnessing our collective ingenuity and difference, the CLOC community can design a new role for legal operations, shifting our focus from tactical cost-cutting to delivering more strategic impact; reimagining the legal profession as a more humane, more diverse and more fulfilling place to work; and creating a space for conversations on how we might be change agents for good.

2. Who is your biggest inspiration from a leadership perspective and why?

I admire people who speak up for others and who challenge the status quo, despite the consequences. When people ask me that question, "who would be your favourite dinner party guests," I always say I'd love to see Martin Luther King, Jr. and Nelson Mandela reflect on their experiences fighting for social justice and equality. However, I also want to shine a light on amazing leaders in our everyday lives. I look at my General Counsel, Amy Olli, and am inspired by her fearless leadership.

She always says to do this job you have to be prepared to walk away in the name of your values. She readily speaks up and advocates for doing the right thing, even if she is the only contrarian voice, and her approach creates respect, loyalty and trust. By modelling this behaviour, she allows us the freedom to do the same.

3. What advice would you offer to the next generation of leaders?

Invest in mindful leadership skills, show empathy and build relationships with generosity. Proactively help others and operate with a co-elevation mindset. This creates a support network of authentic, trusting relationships with people in cross-positions—at work, in life and in your industry

Get to know what drives the people who work for you and take the time to understand the whole person. This will help build connection, trust and better alignment on goals. Develop your people to become leaders and empower them to collaborate with Legal and business colleagues to solve complex business problems together. Actively invest in helping them realize their personal dreams and professional ambitions.

Invest in mindful leadership skills, show empathy and build relationships with generosity.

Focus on solving challenges experienced by most people. Develop a clear vision, then paint a picture of a better future for people, using storytelling in multiple forms to share that vision.

4. What has been the most useful leadership lesson you've learnt?

To solve business problems, take ownership and drive positive cross-functional change. This may mean operating outside the legal swim lane in the business. But remember, businesses do not have legal issues—they have business problems with legal dimensions. Don't be afraid to lead even if you don't have the express authority. Raise your hand to present your idea or proposal to executive leadership. This approach increases your value and relevance and super-sizes your impact in any organisation.

For a long time, I wanted to show that everything in my arena was "Green" with no issues. I learnt that to be an effective senior leader, your value is in calling out and fixing the "Red": the gaps and roadblocks that get in the way of achieving goals. This means speaking up about issues, even if they are technically outside your legal swim lane, having the courage to call out the elephant in the room, challenging the status quo, and bringing a legal and business perspective to the table. Legal has a unique view across the business that can be very powerful, particularly if you combine this perspective with data to illustrate trends, risks and highlight the roadblocks to success.

To solve business problems, take ownership and drive positive cross-functional change.

5. If you hadn't become a lawyer, where would you be now?

If I weren't a lawyer, I believe I would have become a psychologist. Working with people to build better relationships and manage anxiety and fear, including fear of change, is a focus for me even in my role as a lawyer and operations lead. Understanding why we struggle to communicate clearly with each other and to be honest about our fears and ambitions is fascinating. And learning about and sharing how to overcome these fears, which seem more pervasive now in a world that is moving very fast, is intriguing and important work.

6. What practical advice would you offer other in-house leaders to help them incite change in their organisation?

Focus on solving challenges experienced by most people. Develop a clear vision, then paint a picture of a better future for people, using storytelling in multiple forms to share that vision. Create engagement and ownership by building in lots of open dialogue in small group settings where people can discuss how they feel about the change. Hold innovation lab workshops to generate ideas, then act and maintain momentum: innovation needs to be operationalized, communicated and continuously driven and improved on to be sustainable. And, finally, be open about mistakes and lessons learned and see vulnerability as a strength that builds connection. This may be the most important lesson I have learnt and the advice that can make all the difference in building support for change.



being yourself and being genuine will always win out over trying to emulate someone else's style.

ALISON YAPP

Group General Counsel &
Company Secretary,
Compass Group

Nomination

Alison is on the board at Compass Group and is a great leader in the company.

1. What does leadership legacy mean to you?

For me this is about creating an environment in which the next generation of leaders can develop the right leadership skills to help them succeed and grow their careers.

2. Who is your biggest inspiration from a leadership perspective and why?

I'm not actually going to mention any names as I believe you can learn as much from things that are done well as you can from those that are done badly. So when drawing on inspiration as a leader, it's as important to look at both poor and excellent leadership; learn from the poor leadership skills, understand why they don't work and develop your approach to ensure they are not replicated. I believe the best leaders are those that have a really strong commitment to their values and a desire to create positive change; they find ways to enhance the potential of those around them in a way that works for the individual, inspiring them to push themselves, achieve more and realise their potential.

3. What advice would you offer to the next generation of leaders?

There are a number of key attributes to being a great leader and these attributes can be displayed in a myriad of different ways. A fundamental part of the role of a good GC is being able to provide commercial, straightforward, no-nonsense legal counsel, but in a way that doesn't leave people feeling that you're trying to get in their way. It's also important for each developing leader to develop their own style and approach – being yourself and being genuine will always win out over trying to emulate someone else's style. Really embracing collaboration will help you to learn from others, and don't be afraid to step outside your comfort zone to achieve great things.

4. What has been the most useful leadership lesson you've learnt?

I'd like to highlight a couple of lessons. Firstly, being a leader doesn't mean you have a monopoly on being right. A team is better by the sum of its parts with each person bringing their own skills and expertise. As a leader, you need to recognise and harness this to the benefit of the team and your company. I've also learned that delegating without authority, or in fact giving individuals authority and then nothing to exercise it over, is a poor approach to leadership. Over my career, I've learned that the best leaders provide support and ensure that delegation and authority go hand in hand.

5. If you hadn't become a lawyer, where would you be now?

This is a tough one; I wanted to get into law from the age of 17 and so never really thought very much about what else I might do. Reflecting back, at school I loved history and languages, so maybe I would have developed a career that combined the two.

6. What practical advice would you offer other in-house leaders to help them incite change in their organisation?

Change is natural and necessary, it happens everywhere; look at the process of evolution, where plants and animals adapt over generations to a changing environment. The ones that don't change fail. Change is not something to be afraid of – it may seem uncomfortable whilst in process but without it leaders and businesses, like plants and animals, will fail. A good example is the adoption of new systems or processes. As a leader you'll hear grumbling about the introduction as it unsettles people and teams, and invariably people will find using it initially difficult. But in most cases, as time goes by, people adapt. As a leader, it is important to embrace and support change, even if you are feeling the same as everyone else. A positive approach and clear explanations around why the change is needed do, in my experience, help people and teams through the difficult initial period.



AMY FLIEGELMAN OLLI

EVP & General Counsel, VMware

Nomination

I have seen no one better than Amy at leading by example and setting a “do the right thing” mindset among her team. Amy has instilled in me (and the rest of the team) the importance of standing up and speaking up when necessary, whether to help manage risk for our client or helping those in need. She reminds us to follow our moral and ethical compass particularly during the most challenging of situations and scenarios. Amy’s leadership style is to support her team and to have their backs at all times, giving them the confidence to use their judgment, make decisions, and grow as professionals.

1. What does leadership legacy mean to you?

I have been fortunate to work for exceptional leaders in my 33 years of practice. From them, I learned that a leadership legacy means you have made a difference—in helping others recognise their own potential and learn how to achieve their objectives, and in instilling skills that lead to even greater change.

2. Who is your biggest inspiration from a leadership perspective and why?

Ruth Bader Ginsburg, or RBG as she was popularly known, is a source of inspiration for me in so many ways but particularly in how she forged a path for equality for others to follow. Her fearless perseverance and determination—sometimes referred to as grit, these days—revealed a woman who wasn’t deterred by setbacks. Rather, she embraced the learning that came from challenges. This inspires me to dig harder and find the energy to lead in difficult situations.

3. What advice would you offer to the next generation of leaders?

There are several lessons that have always been true for me. The first is to listen and learn. It is not always easy or fun to be a leader, you must make difficult decisions that impact people’s lives. Never forget that you rose to a leadership position with the help and support of others and remember to give back. And finally, be willing to put your role on the line to do the right thing particularly in challenging situations. If you are not willing to walk away when things aren’t right, you will never be the leader you strive to be.

4. What has been the most useful leadership lesson you’ve learnt?

Truly listen to everyone in the organisation and learn to be self-aware. Self-awareness is essential to effective leadership—it allows you to see yourself as others do, avoid defensive behavior and ultimately be more effective.

5. If you hadn’t become a lawyer, where would you be now?

I thoroughly enjoy being a lawyer but if I hadn’t become a lawyer, I would be a teacher. I love sharing the gifts I have been given and giving back to others, something teachers do every day while also leading and inspiring.

6. What practical advice would you offer other in-house leaders to help them incite change in their organisation?

Support risk taking and new ideas. Find ways to inspire others on the team to innovate. We can get stuck in the way we always have done things but there are great rewards in innovating. Engaging the team and demonstrating that their suggestions and ideas matter will make a huge difference in pushing yourself and your team to a new level.

If you are not willing to walk away when things aren’t right, you will never be the leader you strive to be.



ANDREW GARARD

Group General Counsel &
Director of Corporate Affairs, Meggitt

Nomination

Andrew is a wonderful mentor and a fantastic leader in a crisis, he is certainly a general counsel that will create a lasting legacy.

1. What does leadership legacy mean to you?

A couple of things really: how a person is remembered for what they have contributed to the world but also building something that goes forward without that person.

2. Who is your biggest inspiration from a leadership perspective and why?

Mohandas K Gandhi because he was both a visionary and a transformational leader who empowered his followers and led by example.

3. What advice would you offer to the next generation of leaders?

Be brave and challenge and think about your leadership legacy.

4. What has been the most useful leadership lesson you've learnt?

To be authentic and also to listen more.

5. If you hadn't become a lawyer, where would you be now?

I always wanted to start and run my own airline!

6. What practical advice would you offer other in-house leaders to help them incite change in their organisation?

Be brave, challenge the "norm" and inspire others with your action and enthusiasm.



**Be brave and challenge
and think about your
leadership legacy.**



ANTHONY KENNY

Assistant General Counsel
Corporate and CBS, GSK

Nomination

For his inspirational leadership and raising awareness on the importance of improving sustainability.

1. What does leadership legacy mean to you?

Creating something (a team, a culture...) of value, that is helpful, that resonates with people and inspires people to take action.

2. Who is your biggest inspiration from a leadership perspective and why?

Possibly a controversial choice but, Margaret Thatcher. Margaret Thatcher worked hard for her success, coming from a modest background. Throughout her career she had a strong work ethic. She was the longest serving PM of the 20th century and the first woman to hold this office in the UK. I am inspired by her courage to take tough and often unpopular decisions. Although many doubted her motives I believe at the time she made decisions she had the nation's interest at heart.

3. What advice would you offer to the next generation of leaders?

A leader without willing followers is just a person with a title. The most rewarding aspect of being a leader is seeing members of your team grow. Share with your teams the ladder of success which includes the failures.

4. What has been the most useful leadership lesson you've learnt?

Keep learning, from your team, from mentors and from peers. Face down the fears that seek to distract. Often just over the hill of fear is a golden field of opportunity.

5. If you hadn't become a lawyer, where would you be now?

Either a doctor, I used to read Grey's Anatomy as a child (sad I know) or a DJ.

6. What practical advice would you offer other in-house leaders to help them incite change in their organisation?

Having done an appropriate amount of planning, dive in. Don't wait for the perfect moment. It doesn't exist. Don't try to deliver the perfect solution, it doesn't exist either. Do step forward. More often than not business folks want to hear what ideas the legal team has. Especially if the ideas will improve the legal service. Legal is in the wonderfully privileged position of having many touch points within a business.



**The most rewarding aspect
of being a leader is seeing
members of your team grow.**



ANDREW THOMPSON

General Counsel, Boots,
Walgreens Boots Alliance

Nomination

Great commitment and seeing the bigger picture.

1. What does leadership legacy mean to you?

My job is to create an environment where our team really feel part of and engaged with the business' purpose, to help them feel they can take ownership of their work, develop through new opportunities and gain greater exposure to and influence senior management. If the team is happy and engaged, the rest largely takes care of itself.

I ask myself a lot whether, if I were to leave the business this week, I would be satisfied with how things are? The answer to that will forever be no as there is always more to do. The day there isn't is the day it is probably time for someone else to take over. All I try to do is my best to leave things in a better position than when I found them in terms of our impact, ease of working with us, collaboration, diversity, equity and inclusion and it being the best place we can be to work as an in-house lawyer.

2. Who is your biggest inspiration from a leadership perspective and why?

I have been fortunate to learn from some fantastic GCs and leaders in four different businesses and it is hard to single out any individual. What I have always believed in, drummed into me at an early age, is to treat people the way you wish to be treated yourself. This approach has served me well and helped me hopefully create an environment that allows the team to feel empowered, giving them opportunities to develop and progress. I have always been inspired by leaders who are humble, approachable and willing to discuss issues openly. I try to do the same. However, I have learnt so much from our current Group GC, Marco Pagni, in terms of ownership, adopting a critical commercial lens as well as a legal one and the importance of collaboration.

3. What advice would you offer to the next generation of leaders?

I can't emphasise enough the importance of curiosity. Ask lots of questions of your business colleagues (I have always found that they

love talking about their area, plans and frustrations), the senior leaders in your team and, just as importantly, yourself. It is invaluable to get lots of different perspectives and ways of doing things and to understand the industry sector you are in. I stopped worrying about asking stupid questions a long time ago.

4. What has been the most useful leadership lesson you've learnt?

Perception is everything. The way you present yourself and your advice is key. None of our business colleagues really know whether you understand the law. That is a given. They care about a pragmatic, commercial approach, with advice given when they want it, and in as succinct a style as possible. I believe in keeping everything as simple as possible and making working with the Legal team here as pleasant and an easy an experience as it can be.

5. If you hadn't become a lawyer, where would you be now?

I would have loved to have worked in the sports or music industries in some way. I am a failed bassist and a failed footballer (which I had realised by the age of about 8). I played in several embarrassingly-named bands before life got more serious!

6. What practical advice would you offer other in-house leaders to help them incite change in their organisation?

I am fortunate to work for a business that is going through an ongoing transformation programme. This has given my team and me a great platform to call things out, find solutions and sell those changes to the business. The key is to find objective reasons for the need for change, e.g. cost saving, efficiencies or reducing regulatory risk, and then speak to the right people to get them implemented. With the right support and in the right environment, anything is possible and can be done quickly.



CAROLINE GRIFFIN PAIN

General Counsel & Company Secretariat,
Colt Technology Services

Nomination

Caroline has totally changed the team spirit and culture since she was appointed as General Counsel at Colt a couple of years ago. Respect, tolerance and emphasis is not only used as key-words, but it describes the spirit of our team.

1. What does leadership legacy mean to you?

Creating and reinforcing a supportive culture that enables all colleagues to reach their potential by placing value on personal growth, recognition, knowledge and experience sharing and professional development.

2. Who is your biggest inspiration from a leadership perspective and why?

I have worked with many really talented leaders over the years – in the legal space Rosemary Martin (GC Vodafone) is exceptional – superb judgment and always does the right thing. My CEO Keri Gilder always puts our people first and has an incredibly high EQ. I think the focus on health and wellbeing during this past year has made us all proud – and has proved the strong link between employee satisfaction and business performance.

3. What advice would you offer to the next generation of leaders?

Always prioritise and focus on your team first, be curious about what motivates them, invest in their development, embed them in the business, set stretch goals and keep listening. If you have to make a tough decision, do it fast and with compassion. People will always remember how you made them feel. It's a small planet.

4. What has been the most useful leadership lesson you've learnt?

Listen carefully, consult widely and take decisive action

5. If you hadn't become a lawyer, where would you be now?

An interior designer or a children's author!

6. What practical advice would you offer other in-house leaders to help them incite change in their organisation?

To drive change, ensure you have support from your CEO, make sure your managers share your vision, collaborate to develop a clear plan which is aligned to company strategy, is communicated and understood, link change and adoption to incentives and recognise publicly those who help drive change in your team. Report progress frequently and transparently and keep soliciting feedback and ideas from and listening to the team.

I think the focus on health and wellbeing during this past year has made us all proud.



CHRIS BULGER

General Counsel, Vitruvian Partners

Nomination

Drive, dedication and commerciality.

1. What does leadership legacy mean to you?

Setting an example to others and having made a lasting impact on an organisation.

2. Who is your biggest inspiration from a leadership perspective and why?

I worked with several inspirational leaders both during my time in private practice at Slaughter and May and my first in-house role at Goldman Sachs. However my main inspiration in my current role is Simon Cresswell at Apax. Simon has been very generous with his time in providing me with informal guidance and support as I looked to establish myself as a General Counsel in the private equity industry. Simon's insight has been extremely helpful and I am very grateful for it.

3. What advice would you offer to the next generation of leaders?

Seek out those that inspire you and try to find the time to meet with them to get the benefit of their experience.

4. What has been the most useful leadership lesson you've learnt?

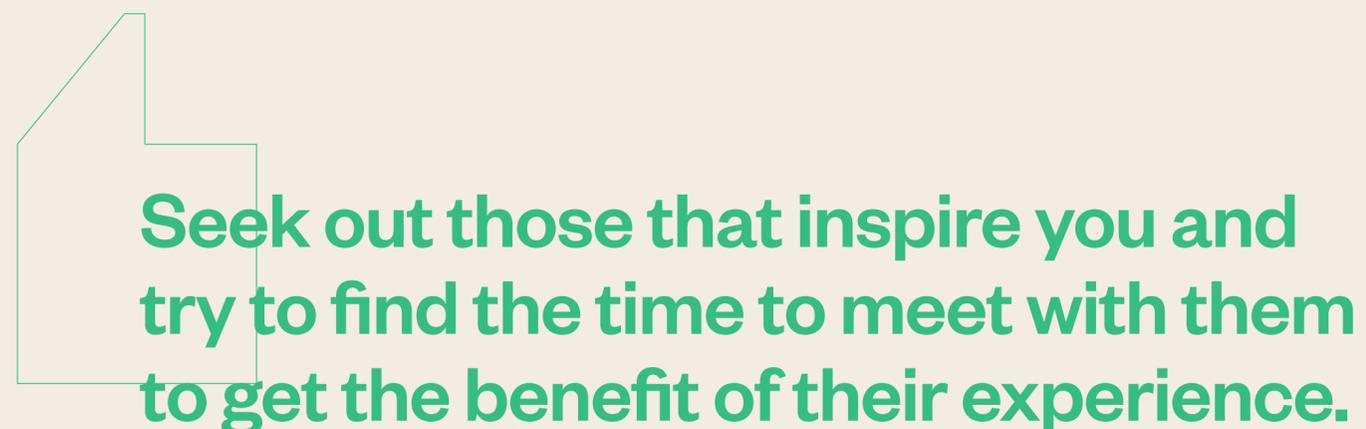
That the quickest and easiest solution to a tricky problem may not be the right one. Whilst lawyers are trained to problem-solve, the ever-increasing pace and volume of our workloads mean that it is increasingly tempting to reach for the quick solution. But it could be very valuable to take whatever time is available to consider all the angles, and where possible, get views from others.

5. If you hadn't become a lawyer, where would you be now?

I suspect that I would still have ended up in the Asset Management industry in some capacity. My interest in history and politics has continued since school and university, and I have become increasingly fascinated by business and economics since starting work in the City. Working in asset management has allowed me to combine all of these interests.

6. What practical advice would you offer other in-house leaders to help them incite change in their organisation?

To focus on how they can themselves set an example of the change they would like to create.



Seek out those that inspire you and try to find the time to meet with them to get the benefit of their experience.



DAN KAYNE

General Counsel (Routes), Network Rail

Nomination

Dan has created a lasting legacy in the legal industry with his work on The O Shaped Lawyer.

1. What does leadership legacy mean to you?

Doing something bigger than yourself which future generations can benefit from, enjoy and share. It's why I started the O Shaped Lawyer movement and is the motivation to see it through.

2. Who is your biggest inspiration from a leadership perspective and why?

It changes from time to time. Right now? Gareth Southgate, regardless of whether we win or lose the final. He carries the weight of the country's aspirations on his shoulders and displays so many of the great qualities a leader should – empathy, transparency and instils togetherness. I love the way he uses his own stories to give a very personal, authentic touch and I particularly liked his 'Dear England' letter before the European Championships which acknowledged football's responsibility to contribute towards a fairer and more inclusive society – a true role model.

3. What advice would you offer to the next generation of leaders?

Be more like Gareth! In all honesty, listen, seek to understand and never ever believe that you have learnt all you need to. Your followers are what makes you a leader. Look out for them, care for them and ensure they have all the opportunities they need to grow.

4. What has been the most useful leadership lesson you've learnt?

Don't waste time worrying about the things you can't change or influence. Focus your attention on the areas where you can really make a positive difference. In the past, I have wasted a lot of energy and lost a lot of sleep over things that are completely out of my control. I am getting much better at that... but with some way to go still!

5. If you hadn't become a lawyer, where would you be now?

Somewhere where I felt my contribution was making a positive difference to as many people as possible.

6. What practical advice would you offer other in-house leaders to help them incite change in their organisation?

Be open and transparent. People will trust you much more quickly. I used to be much more private, particularly in a professional context and never appreciated just how much other people might benefit from me sharing my professional and personal ups and downs, my successes and more importantly my failures. I would encourage anyone, whether in a leadership position or not, to do the same.

Don't waste time worrying about the things you can't change or influence. Focus your attention on the areas where you can really make a positive difference.

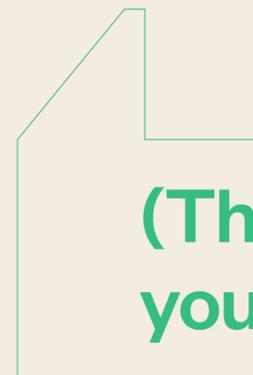


DEEPUN HARIA

Director of Litigation & Contentious Regulatory, Santander

Nomination

Deepun grew his team from 3 people to what it is now, led the company to show value for larger in house counsel.



(There is) no substitute for hard work – be true to yourself, and when opportunity comes, seize the day.

1. What does leadership legacy mean to you?

Having the courage to swim against the tide, to do the right and often more difficult thing. As regards to the team we started as an under-utilised and under the radar team of three and now have numbers to better support a significantly increased remit. I'm proud to have played a part in creating the conditions to help the firm recognise the need and of course hugely proud of the team that delivers on this day in day out.

2. Who is your biggest inspiration from a leadership perspective and why?

It's a multi-dimensional thing as there have been many strong influences to draw on but in a work context and day-to-day role modelling, I remember a conversation with a friend who worked for the leader who stands out around five years ago when news broke of his appointment at Santander. That person simply said "very good for you, very bad for us". And since his appointment as Santander's CLRO, he's moved the dial on a myriad of challenging issues for the firm, its people, the industry and our customers. Whether shoulder to shoulder in the trenches, leading the charge, or on the bridge – a force for good and an exemplary leader.

3. What advice would you offer to the next generation of leaders?

No substitute for hard work – be true to yourself, and when opportunity comes, seize the day.

4. What has been the most useful leadership lesson you've learnt?

See answer to question 3. Be brave: we all have a finite working life – don't look back with regrets.

5. If you hadn't become a lawyer, where would you be now?

Once upon a time I taught English as a foreign language and had a dream to travel the world, teaching and flitting between scuba and ski resorts – then reality set in...

6. What practical advice would you offer other in-house leaders to help them incite change in their organisation?

See answers to questions 3/4 above!



DONNY CHING

Legal Director, Royal Dutch Shell

Nomination

Donny's commitment to diversity and inclusion initiatives will leave a lasting impact in the legal industry.

1. What does leadership legacy mean to you?

Legacy is such a big word and suggests that there is something material, impactful and long lasting that one leaves behind. My belief is that it is actually about all the small stuff and that I have three simple responsibilities as a leader – to leave the organisation that I lead in a much better place than when I took it over, to ensure that I have developed a new generation of leaders who are way better than me, and to use my influence as a leader to make a difference which is why I am so passionate about the GC4D&I initiative. I do not need to be remembered for what I leave behind as my memories of what I have achieved is what sustains me.

2. Who is your biggest inspiration from a leadership perspective and why?

Nelson Mandela – for his amazing ability to forgive a nation for imprisoning him for 27 years and to then lead and heal the nation with humanity. He was truly an inspirational servant leader.

3. What advice would you offer to the next generation of leaders?

Build a team around you consisting of people who are prepared to challenge you and work hard on creating a psychologically safe space where they can do so by showing vulnerability, listening hard and speaking last. It can be hard when you are expected to have the answers or you believe you have the answers but I have found that the most challenging discussions usually result in the best outcomes.

4. What has been the most useful leadership lesson you've learnt?

Never ever mistake your body odour to be perfume! Rising to the top of the house always comes with the risk that you start believing that you are the smartest and most capable person in the room and that you know better. Have the humility to know that you are not and do not.

5. If you hadn't become a lawyer, where would you be now?

A hotelier. I travelled a lot when I was young, courtesy of parents who love exploring, and fell in love with hotels at a young age. I was enamoured by how a top hotel could deliver an amazing guest experience that would allow us to leave our normal world behind and create new and lasting memories that are still vivid 50 years later. I almost bought a small hotel with some friends many years ago but was gazumped at the end.

6. What practical advice would you offer other in-house leaders to help them incite change in their organisation?

Change does not come from telling your organisation that they have to change. Find the individuals from all layers in the organisation who are prepared to be the activists in the change and activate and empower them. I call them "activists" and not "change agents" as they need to truly believe in and role model the change rather than delivering a message of change.

Change does not come from telling your organisation that they have to change. Find the individuals from all layers in the organisation who are prepared to be the activists in the change and activate and empower them.



FARRAH PEPPER

Chief Legal Innovation Counsel, Marsh McLennan

Nomination

Farah Pepper is a thought leader and maverick in the legal technology space. Farrah built a ground-breaking practice at GE where she succeeded in moving the entire organisation toward a more uniform, efficient and effective ediscovery program. Subsequently, she brought her talents to Marsh McLennan where she has embraced new technology to modernise the legal department, all the while solidifying partnerships across the organisation. Farrah's impressive legal career coupled with her deep understanding of technology make her one of the premier legal tech lawyers in the world. Additionally, Farrah's generosity in the legal tech community is well known and appreciated.

1. What does leadership legacy mean to you?

Leaving people, your organisation and the world better than how you found it. Hamilton says it best: "Legacy. What is a legacy? It's planting seeds in a garden you never get to see."

2. Who is your biggest inspiration from a leadership perspective and why?

Can I get a shout out for all my fellow working moms? You do it all – but backwards! in heels! – and continue to chip away at outdated and exclusionary standards that define "leaders" as looking, acting and performing a certain way.

3. What advice would you offer to the next generation of leaders?

Be kind, be honest, be fair. Be true to you. Unless "you" are a jerk. If so, well, cut it out.

4. What has been the most useful leadership lesson you've learnt?

Some years back, a wonderful senior leader once told me he viewed a significant percentage of his role as "ceremonial" in nature. Meaning – he is there to rally the team, attend the company events, celebrate the personal wins and mourn the losses, and generally be present for the team to access when needed. I thought it was a lovely and often neglected component of leadership that set him apart from others and was worthy of emulation.

5. If you hadn't become a lawyer, where would you be now?

Print journalist, with a side gig as a bestselling novelist. My longest love affair has been with the written word.

6. What practical advice would you offer other in-house leaders to help them incite change in their organisation?

Walk the talk. Show, don't tell. Be the change you want to see.

Be kind,
be honest,
be fair.



FERGUS SPEIGHT

General Counsel, Royal London Group

Nomination

Fergus is a wonderful leader and mentor and has created a fantastic culture and purpose for the in-house team at Royal London.

1. What does leadership legacy mean to you?

It's all about the success of my colleagues. Both in my area and in the wider community of people that I come across, whether they are in my firm or another and whether they do the same job as me or not. I recognise that I have been very fortunate to meet, speak with and work beside so many great people and if you can help them help themselves, that is success.

2. Who is your biggest inspiration from a leadership perspective and why?

I like those who have persisted. My science background gave me a grounding in how to think well, test this and keep thinking and experimenting until you get there. It was rarely a case of instant results meaning you do have to believe in yourself. Perhaps we are always drawn to think of those who are super-successful or have dealt with adversity, but I recognise and am pushed on by that huge swath of people who have done really well and 'got on' in a way that bucks the trend, especially those from a non-traditional background.

3. What advice would you offer to the next generation of leaders?

Courageous integrity is so important. Prepare to be the contrarian and tough it out. The pace of work and the demands upon us can lead us to pursue goals in a way that bends our values. Pursuit of the noble cause does not mean do whatever it takes, so stay focussed, find out what following your values really means and stay loyal to yourself and those who rely upon you. That will mean challenging and speaking up – find a way to do that effectively and seek out allies too.

4. What has been the most useful leadership lesson you've learnt?

Role modelling seems so trite but it is so true – you might not think that anyone but your direct reports notice what little old you does, but in reality everyone sees you. Take the pressure off yourself by being true to your nature, trust yourself and do so consistently.

5. If you hadn't become a lawyer, where would you be now?

Driving a tractor. I worked on farms as a kid and student, milked a lot of cows, drove the fields on my friend's farm and I really enjoyed it.

6. What practical advice would you offer other in-house leaders to help them incite change in their organisation?

Know your company and all its parts, from that figure out where legal activities take place – not just what your team does – and how to get things done aka governance. Then you can decide whether you can do it better, whatever that means to you. As you become more experienced you will find being proactive and talking to other colleagues about their strategic goals and pressures is more fun and enlightening rather than waiting for and to only learn from instructions. When it comes to change use this knowledge to push the dial, as its often the connections or hand offs between departments of the company that need to be handled carefully and where your expertise and experience of how to get things done comes into play rather than the black letter law.

Know your company and all its parts, from that figure out where legal activities take place – not just what your team does – and how to get things done aka governance.



GIOVANNA MILIA

General Counsel, Jamie Oliver Group

Nomination

Giovanna Milia is General Counsel of the Jamie Oliver Group which she joined in 2010. The Jamie Oliver Group is a commercial business with a social purpose at its heart and covers such diverse businesses as media, product licensing, restaurant franchising and a cookery school. In 2020, Giovanna helped the business achieve B Corp certification. Qualified as a solicitor of England and Wales, Giovanna has been at the helm of various legal teams for the past 21 years.

1. What does leadership legacy mean to you?

To me it represents the beneficial lasting impact that we have on a business and on individuals. As a member of our business' Senior Management Team I contribute to the collective endeavour to help the business grow and thrive whilst also ensuring that our ethos and social purpose is reflected in everything we do. Our leadership legacy is the wonderful workplace we have created and the difference that our business makes to people and the planet.

In terms of the personal legacy, as head of a legal team I strive to encourage and empower team members, help them fulfil their potential whilst also encouraging a team spirit of collaboration and mutual support. When someone praises the can-do, collaborative nature of my team, it makes me immensely proud of them and, I admit, I take it as a personal endorsement of my leadership, too.

2. Who is your biggest inspiration from a leadership perspective and why?

There are so many great role models who lead with humility, empathy and awesome inner strength, they are all inspirational in their different ways. One such inspirational leader is, of course, my employer. Wait, no, this is not what you think – I am actually one of those lucky people whose boss is a passionate campaigner who has inspired changes in the law and improved child health in particular. In fact as a result of the latest campaign by Jamie and Bite Back 2030, the charity incubated and supported by our business, the UK government has just introduced significant curbs on junk food advertising (effective from 2023) which will help tackle childhood obesity, something we're all incredibly passionate about. Milestones such as this, and many others like our free school meals campaign and the sugar tax, have been hard fought for in the face of major opposition and criticism. That's what inspirational leaders do, they see beyond the immediate obstacles and take risks, because the prize at the end is worthwhile.

I strive to encourage and empower team members... help them fulfil their potential

3. What advice would you offer to the next generation of leaders?

Having lived through one of the worst periods in history since the last world war, the next generation of leaders has an abundance of valuable lessons to draw on. The only advice I would give is to heed those lessons and apply them with integrity and courage.

4. If you hadn't become a lawyer, where would you be now?

As a teenager, in the days of analogue film cameras, I dreamt of training as a photographer and becoming the next Lee Miller or Robert Capa. However, I thought myself too 'cool' to go through the only door open to me, via training as a wedding and baby photographer. My humble apologies to all studio photographers, I know better now.

5. What has been the most useful leadership lesson you've learnt?

Our business is entrepreneurial and positively encourages change, but I know from experience that some people and organisations hold on to what's tried and tested and are reluctant to veer off their well-trodden path. The key I believe is to try and understand what's at the root of it. Only when you have identified the underlying reason can you work out how to overcome a hurdle and fruitfully demonstrate the value of the change you wish to implement. If you can find allies to help you in your quest, then all the better – even two voices is a good start to a choir.



JAMES BONINGTON

General Counsel, Chelsea Football Club

Nomination

James is General Counsel at Chelsea Football Club. His role provides legal support to all areas of the business, including the commercial operations at Stamford Bridge and the men's senior, academy and women's teams at Cobham Training Ground.

1. What does leadership legacy mean to you?

In my view, titles and responsibilities do not make a leader. To me, creating a leadership legacy is about creating an environment where people develop and thrive. This will then have a long term positive impact on both the people and the organisation.

2. Who is your biggest inspiration from a leadership perspective and why?

I would have to say my uncle, Sir Chris Bonington. He led the first British expedition to successfully climb the South West Face of Everest in 1975 and, growing up, I used to hear all of the stories from the expeditions he successfully (and sometimes unsuccessfully) led. He is a truly inspirational character and I have learned from him the power of positivity and perseverance in difficult situations.

3. What advice would you offer to the next generation of leaders?

My advice would be to make sure that you take the time to look after yourself. Challenging roles for young leaders can be all consuming and, in today's 24/7 world, managing the balance between work and life has never been more difficult.

4. What has been the most useful leadership lesson you've learnt?

The most impressive leaders I have worked with have humility and care about their people. I like the quote which sat on President Reagan's desk in the Oval office: "There is no limit to what a man can do or where he can go if he does not mind who gets the credit".

5. If you hadn't become a lawyer, where would you be now?

I very nearly studied chemistry at University instead of law. If I had done that, your guess is as good as mine!

6. What practical advice would you offer other in-house leaders to help them incite change in their organisation?

My practical advice would be to invest time and resources into recruiting and developing the very best people. If you are surrounded by a high performing team and have created a healthy environment where people can challenge each other, positive change will follow.



take the time to
look after yourself...
managing the balance
between work and life
has never been more
difficult.



JEREMY BARTON

Partner & General Counsel, KPMG UK

Nomination

Jeremy is an inspirational leader, not only for his own team, but to many general counsel and in-house counsel from a range of industries.

Whether virtual or not, invest in spending real time with the individuals in your team.

1. What does leadership legacy mean to you?

It means that your teams remember the good times! They remember the sense of belonging and caring that their leader has helped create within the team, while also feeling they have been supported to grow as individuals during their time in that team; and then they can go on as leaders, in turn, to grow their own teams.

2. Who is your biggest inspiration from a leadership perspective and why?

Bill Gates for his big picture thinking, command of the detail and basic humanity.

3. What advice would you offer to the next generation of leaders?

Whether virtual or not, invest in spending real time with the individuals in your team.

4. What has been the most useful leadership lesson you've learnt?

The mutual trust and friendship within a leadership team is critical to its success.

5. If you hadn't become a lawyer, where would you be now?

Teaching History and coaching athletics!

6. What practical advice would you offer other in-house leaders to help them incite change in their organisation?

Identify your 'north star' and keep the team's eyes on it, because the day-to-day demands all too easily block your line of vision (and the team's) on the new horizon.



JOHN BLOOD

Chief Legal & Corporate Affairs Officer
& Company Secretary, AB InBev

Nomination

John is an outstanding leader who has created a clear purpose and culture for the in-house team at AB InBev.

1. What does leadership legacy mean to you?

Ultimately, I see leadership as the opportunity to create situations in which groups of people can work toward a purpose they really believe in. At AB InBev, we talk a lot about dreaming big dreams – not just as a business, but in terms of what we can do to promote sustainability, create broadly shared economic opportunity, combat harmful use of alcohol and more. As a leader in the company, I’m trying to put my teams in position to develop and bring to life those dreams. If I can create a legacy of people and systems all geared toward impacting the world in the biggest and most positive ways possible, that is something that would mean a lot to me.

2. Who is your biggest inspiration from a leadership perspective and why?

I’ve been inspired by so many great leaders throughout my career, but clearly Carlos Brito stands out. Yes, he took a relatively modest-sized regional player in the beer market and built it into the world’s premier beer company. But just as important, he taught us all to think in terms of impact – how to use our global franchise as a vehicle for unlocking value for shareholders, employees, customers and communities. Today, AB InBev is at the cutting edge of sustainability with ideas like turning our brewing waste products into agricultural inputs. We are doing work on combating harmful use of alcohol that no beer company has ever attempted. During the pandemic, we were on the frontlines supporting first responders and public health authorities. All those things happened not because Brito demanded it, but because he inspired teams to innovate those ideas and they answered the call. He set an example that I’ll be inspired by for the rest of my career.

3. What advice would you offer to the next generation of leaders?

Think expansively about your role and your responsibilities. If you are in business, your role is not just to make money for your shareholders.

If you are a lawyer, your job is not just to represent your clients. In today’s world, every leader must have a sense of purpose that goes beyond the narrow metrics we used to rely on. We need to all be thinking in terms of “how do we create value that will be broadly felt and broadly shared.” Our world faces too many big challenges like climate change, income inequality, social cohesion and more for leaders to confine themselves to narrow tasks. Think about how to make the biggest impact and you’ll soon see how aiming high will inspire your teams and unlock ideas that benefit all your stakeholders.

If I can create a legacy of people and systems all geared toward impacting the world in the biggest and most positive ways possible, that is something that would mean a lot to me.

Recognise that most big challenges and opportunities are best addressed through collaboration.

4. What has been the most useful leadership lesson you've learnt?

Never lose focus on the mission. The work we do as lawyers and other types of corporate officers is hard. It is time consuming and challenging. It is really easy to get consumed by the day-to-day tasks that are in front of us. But if you lose sight of the bigger context for those tasks, then you lose something essential. Teams need energy and inspiration. Research has confirmed that people work best when they know that what they're doing is adding up to something bigger, that they're making progress toward a goal. At AB InBev, our leaders are measured every single year not just on their P&L or other financial metrics, but also on how they are contributing to broader social impact. When your teams see those goals, are brought in to them and they feel passionately about achieving them, then every task no matter how mundane becomes invested with greater meaning and that, in turn, leads to better outcomes.

5. If you hadn't become a lawyer, where would you be now?

To be honest, I never really imagined doing anything else. But if I had wound up on a different path, I still think I would be in a similar situation – inside a large, global organisation, working with a big, diverse team, trying to make a big impact on the world.

6. What practical advice would you offer other in-house leaders to help them incite change in their organisation?

Recognise that most big challenges and opportunities are best addressed through collaboration. From where I sit, the big issues are never “legal issues” or “communications issues” or “business issues” or “government relations issues.” If the topic at hand really matters, then it's all of those things and more. So the only way to get to good strategies is to involve a broad team that pools together expertise from across functions and harnesses them to a single goal. Let people debate the trade-offs between different potential strategies and then commit to the plan that leadership selects. Even if not everyone agrees with the decision, they will respect it if they feel heard.



JOHN HARRISON

General Counsel, Airbus

Nomination

John has been an outstanding leader during the coronavirus health pandemic. He has helped to redefine the culture of Airbus and is an inspiration to many.

1. What does leadership legacy mean to you?

If one looks around the world of politics, sport and business, it becomes clear to me that a legacy is not meaningful if it is just based on one person's work. Look at Manchester United after Sir Alex Ferguson's retirement or the UK Labour Party after Tony Blair stepped down. Their departures and lack of sustainable planning thereafter, has led their teams to lengthy spells in the wilderness. So much of their success was driven by one person. When a leader builds a team, it needs to be on a foundation of trust and a focus on the greater good – in our case building a culture of compliance. For Airbus, the aerospace sector and our employees, this meant a culture shift in ethics and compliance, integrating the legal and compliance functions, digitising compliance processes and overhauling training. That is only a legacy, because it is 'best in class' whoever leads the company now – and into the future.

the next generation of leadership is about steadying the ship in the crisis, working out what are your company's priorities and underlying values in an ever changing world and then driving things forward with a clear northern star in mind.

2. Who is your biggest inspiration from a leadership perspective and why?

Margaret Thatcher. I always remember her famous quotation: 'Don't follow the crowd, let the crowd follow you.' In my opinion, this depicts an underrated skill for leaders. When picking the difficult road, or the path less trodden in business, bringing people with you and aligning them with your belief and conviction is vital. Mrs Thatcher personifies that need for leadership and resilience.

3. What advice would you offer to the next generation of leaders?

This question really makes me reflect – because there is so much to it. Society is more diverse, technologically advanced and people oriented than when I started out. People also change careers and companies far more often. The next generation's leaders will be far more agile and adaptable.

I'd boil it down to a couple of things: be ready for uncertainty and take note of the geopolitical dimensions. If I think about my six years on the Executive Committee of Airbus, we have been through Brexit, tariffs being added to our exports to the United States, Trump's election and corresponding daily uncertainty throughout his term of office, the Covid-19 crisis, the 737max grounding, the growing focus on the climate. The world has changed so much in six years. So, the next generation of leadership is about steadying the ship in the crisis, working out what are your company's priorities and underlying values in an ever changing world and then driving things forward with a clear northern star in mind.

4. What has been the most useful leadership lesson you've learnt?

A leader is nothing without the people around him or her and with them, a diversity of opinions and recommendations. I look at my team, how people were so remarkably resilient during the Covid-19 crisis and I am blown away by it. For months, we didn't see each other, we

Only by understanding the business, can you sit at the Board table or in the CEO's office when tough decisions are being made and say: I understand the topic, I have a proposal to manage the risk or exposure and I have belief in the strategy. Without that credibility, you're just someone setting out risks with no solution.

had to find new ways to run Board Meetings, finance aircraft, manage contracts and induct new team members.

When you sit back at the end of a crisis like that you can reflect on the diversity of strengths of your team, how it helped us get to the best decisions for the company during the crisis, it really makes you incredibly proud to be a leader.

5. If you hadn't become a lawyer, where would you be now?

I should say: on the golf course... now they're open again!

My team tells me I am a lawyer through and through. Yet, I think maybe working in politics or as a TV anchor for a current affairs programme... I've always enjoyed the cut and thrust of the battle of ideas, trying to tackle thorny issues and spark some debate.

6. What practical advice would you offer other in-house leaders to help them incite change in their organisation?

Number one: understand the business. You can't do anything without that credibility. The modern General Counsel has to be able to offer the CEO advice on such a wider range of topics – from market disclosures to export control regulations – you have to understand how / when each issue will impact the business' bottom line.

Only by understanding the business, can you sit at the Board table or in the CEO's office when tough decisions are being made and say: I understand the topic, I have a proposal to manage the risk or exposure and I have belief in the strategy. Without that credibility, you're just someone setting out risks with no solution. Helping the company to find a way forward is where we can add real value as in-house lawyers and leaders and also where we find our role the most rewarding.

A leader is nothing without the people around him or her and with them, a diversity of opinions and recommendations.



KAREN LINEHAN

EVP, Legal Affairs & General Counsel,
Sanofi

**Be honest with yourself,
recognise clearly your strengths
and weaknesses and by all
means cultivate a team.**

Nomination

Karen has been a role model Leader to me and my Team, throughout her many years of tenure at Sanofi. She has been a transformational agent in Sanofi's organisation. As one of the first female members of the Executive Committee Karen has always brought women to the right place of respect, leadership and protagonism. She has evolved to the highest Legal position, while remaining loyal to her values and humble in her interactions. She has never been afraid of speaking up for what is right. She has been a true engaging leader when advocating for diversity and inclusion in all its dimensions: gender, ethnicity/racial, LGBTQ, cultural backgrounds. She mentors many young female and male professionals and has given sound feedback and guidance to many working with her, including me. She has always seen the value behind the professional, no matter the "label or title" and has been a daily example of resilience, commitment and ethics putting the interest of the patients ahead. To better illustrate, during recent months of COVID pandemic, Karen took the time from her extremely busy agenda, to make direct phone calls to Team members checking on their and their families mental and physical well being. Members of my team were very moved and energised with this gesture. She is a leader who is extremely competent and human, with a vision for inclusion, equality and fairness. Her actions are certainly leaving a legacy of competency, humanity and inclusion in all of us.

1. What does leadership legacy mean to you?

Legacy is the team we built together.

2. Who is your biggest inspiration from a leadership perspective and why?

My grandmother Ellen Linehan is my biggest inspiration. She defied her circumstances as a young immigrant to the US. She pushed beyond all expectations and made a real difference to many in the community. She was a true leader. Her will, selflessness and sense of community inspire me always.

3. What advice would you offer to the next generation of leaders?

Be honest with yourself, recognise clearly your strengths and weaknesses and by all means cultivate a team.

4. What has been the most useful leadership lesson you've learnt?

Be authentic and encourage others to recognise and embrace their abilities to make a difference.

5. If you hadn't become a lawyer, where would you be now?

I revere educators so I would have been a teacher.

6. What practical advice would you offer other in-house leaders to help them incite change in their organisation?

Be clear, be compelling, be able to explain and support why change is necessary.

How to Create a Leadership Legacy

A Rare interview with Keith Schilling



Keith Schilling shares with Global Leaders in Law what outstanding leadership means to him. In Part 1 Keith discusses the importance of Diversity and Inclusion, how mentoring impacted his career, and what inspired him to set up his own firm.

Few people have done as much as Keith Schilling to create privacy law in the UK. Keith established a right to privacy in England following a landmark ruling by the House of Lords in 2004. The high-profile case – in which supermodel Naomi Campbell won a breach of confidentiality claim against the Daily Mirror – fought to balance press freedom with the right of every individual to a private life. Prior to this there was no privacy law in this country. It's a right he has focused on from the start of his career – and continues to fight passionately for to this day. As he sees it “If something isn't right, then do something about it.”

Having left school at 15, Keith trained in media law, and gravitated early on to high-risk high-profile work that others were nervous to touch. Having made partner, he started his own law firm in 1984 aged 28 in Soho, London – memorably taking it in turns with his three partners to clean the office. A true innovator and entrepreneur, he set out to “change the law – not apply the law” when it came to people's right to privacy.

PART ONE

It's the ideas that count. Part of that legacy is the recognition that we are extremely privileged and have acquired an influence which we should use for the public good.

Global Leaders in Law: What does 'leadership legacy' mean to you?

I believe that Leadership legacy reflects the values of the leaders in a business, but it's also a representation of the values of the people that work there. It's closely connected with the culture of the business. We have always seen the business as a meritocracy of ideas. It doesn't matter who you are. It's the ideas that count. Part of that legacy is the recognition that we are extremely privileged and have acquired an influence which we should use for the public good.

GLL: What do you hope your legacy will be?

Changes to UK privacy laws has been a natural outcome of the work that I do. I realised early on that the law isn't always fit for purpose. In some cases it's necessary to do more than just apply it – the law needs to be changed as well.

I've always enjoyed challenging the status quo and if you look at what we've achieved over the last 37 years a great deal of it has centred on doing things for the first time. Which is why I hope that my legacy will be privacy laws that will work more effectively for the people they are meant to protect.

I'm an entrepreneur at heart, and I've created a firm which I hope will stand the test of time. I'm always looking for ways to stay current and to empower and inspire the next generation of lawyers.

GLL: What inspired you to become a lawyer and set up your own firm?

I often say that my Mum told me to! But that's not quite the whole story.

I left school at 15 – it's worth noting that my teachers and my parents agreed that this was a sound decision! In my family, everyone helped to pay the rent as soon as they could, so I looked for a job. Having been

inspired by a TV show I decided the legal sector rather appealed, and I was lucky enough to get a job at Wright Webb Syrett as an 'outdoor clerk'; or more accurately as a tea boy. This was fortunate as it was there that I met Oscar A. Beuselinck who was then head of the firm.

I learnt a great deal from Oscar (who, coincidentally, started his career as a tea boy) and ended up doing my five years of training there. I was so lucky to have him as a mentor – and the rest is history.

Being a litigator isn't as glamorous as you might think, but if you're hard working, don't fold under pressure and can think creatively on the hoof, then you really can't beat it!

GLL: How has mentorship impacted you personally?

Oscar A. Beuselinck has been the most influential person in my professional life to date; I learned so much from him.

He would largely ignore what you were telling him and be getting on with something else. But if your voice dropped, he would sense defensiveness and interrogate you. I imagine he learnt this useful tool in the Intelligence Corps in the Second World War.

GLL: What role does mentorship play in the culture of Schillings?

Mentorship is a huge part of the way we work at Schillings, both formally and informally. We have a mentorship programme which we set up to provide a framework for the kind of relationships that provide opportunities for personal and professional growth.

Of course, much of this happens organically, and we are clear that mentorships are a way to share wisdom in what can be a mutually beneficial relationship for both parties.

We also encourage colleagues to support causes that matter to them. For example, Victoria Anderson, one of our Associates, is CEO of social mobility charity BVL (formerly Big Voice London) and we recently partnered with them to create a virtual work experience programme at Schillings. Young people from disadvantaged backgrounds are often not able to access work experience opportunities – making it even less likely that they’ll consider careers in competitive industries. On top of this, restrictions over the last year have made in-person work experience for young people impossible – and we felt strongly we wanted to address this. Offering work experience virtually also enables us to give opportunities to people in different parts of the country – which is a real positive.

GLL: What does it mean for you to have a commitment to diversity, equality and inclusion?

For me it means creating a workforce which includes a diversity of skills, experiences and perspectives – and represents the society we live in. This is not only good for our clients and people, it’s the right thing to do.

As I said earlier, I did not have what you might call a traditional route into law. I was lucky – it was a time when it was possible to secure a position in a firm and learn on the job. But if I was 15 today and had just left school, it’s unlikely I would get the same break.

Sadly, the opportunities for social mobility appear to have reduced rather than expanded over the last couple of decades. If the law is to be a truly diverse, equal and inclusive space, we must change things and provide many more opportunities to people who may be starting from a disadvantage rather than a place of privilege.

I – and my colleagues – are committed to creating a workforce which includes a diversity of skills, experiences, perspectives and

backgrounds. We work hard to make Schillings a great place to work where everyone feels welcomed and empowered to bring their whole selves to work. It is a work in progress, and we know we have more to do and we also need to go beyond this.

To create a diverse workforce for the future, we need to tackle the issue at source – we need to help young people from diverse and disadvantaged backgrounds to think of working at firms like ours as a realistic career choice, and remove the barriers to entry that have developed since I was a teenager.

Businesses need to keep evolving to better serve society, and the diversity and inclusivity agenda will ensure this happens. As the elders of the profession it is our responsibility to ignite a passion for the topic in a young person who would never have dreamed of a career in law or professional services. It isn’t just about helping them get an interview or work experience, for some it can be as fundamental as helping them buy a suit, a train ticket and paying for somewhere to sleep so they travel to London. There’s a huge amount to do to manifest systemic change. I mentioned earlier the work we have been doing with BVL which does fantastic work creating opportunities for young people – but we need to do more, and we will. We are investing to create a programme of meaningful change, as well as creating opportunities at Schillings. It’s a topic very close to my heart.

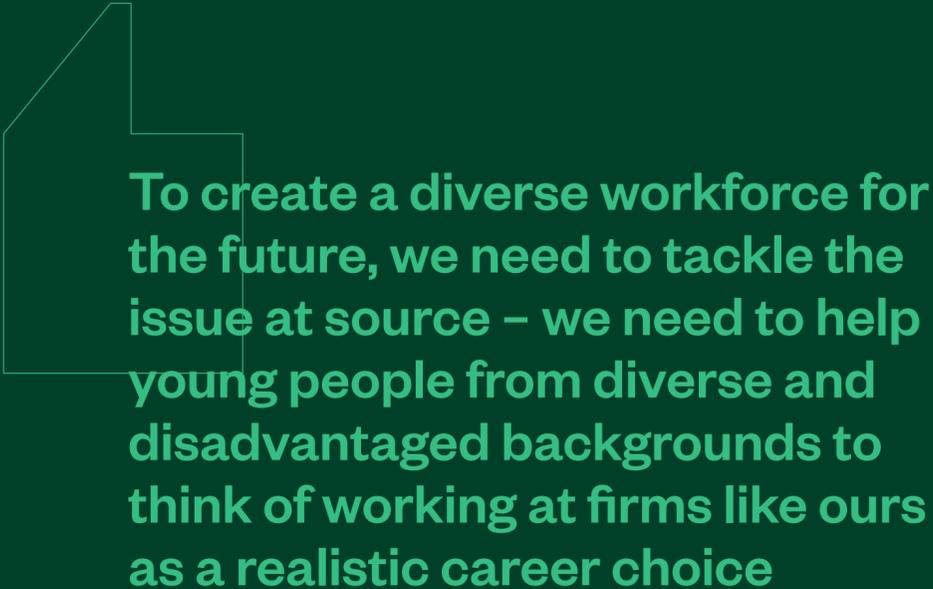
GLL: What makes Schillings unique?

At the obvious end of things, we are unique by virtue of the fact that we are the only business in the world to deploy – under one roof – media experts, data protection lawyers, litigators, experts from military intelligence, former investigative journalists, international investigators, cybersecurity specialists, digital forensic experts and senior people from the military and police.

More than that though, it’s about our values. We believe that no-one should have false information published about them or be ridiculed because of misuse of their private information and we are passionate about restoring the rights of the individual.

We advocate for our clients, always thinking ahead to try and spot issues before they turn into a crisis. With nearly four decades of successfully carrying out this work, we really do know what we’re talking about!

We know that who we are today will build the Schillings of tomorrow, so we strive to work in a way that will support and nurture our workforce in a diverse and inclusive environment. Over a year ago we put our ‘mindful business charter’ into practice, which has been received really well.



To create a diverse workforce for the future, we need to tackle the issue at source – we need to help young people from diverse and disadvantaged backgrounds to think of working at firms like ours as a realistic career choice

PART TWO

How to Shape the Purpose of an Organisation and Influence and Inspire Your Team

Here, we discuss how to shape the purpose of an organisation, how to influence and inspire a team, the skills that the leaders of tomorrow will need, and the changes to the working world that the legal sector can expect to see over the next 5-10 years.

Global Leaders in Law: How did you shape, and how are you continuing to shape the purpose of Schillings?

We are on a mission to establish the true narrative. At its most basic level, we all have a right to privacy; it's a universal human right enshrined in law. We fight passionately against breaches of privacy, reputational attacks and security threats. It really is what makes us tick. We rarely take the view that something can't be done; the idea that if something isn't right, we will do something about it has been a driving factor throughout our history.

Although we are without doubt litigators, in 2008 the firm moved to an Alternative Business Structure (ABS), enabling us to provide the non-legal skills we needed to complement our legal advice. We realized that the law alone is not always enough to solve some problems and added experts in intelligence gathering, cyber security and critical risk to our bench. This has enabled us to take on more of a consultancy role with our clients as we help them to manage their risk, as well as respond to crises.

Recently we announced our investment in the US-based tech start-up, Legendary, who have deep expertise in digital reputation and online crisis management – helping us to protect reputations in a digital age. They use technical online reputation management strategies and tactics to analyse, build and maintain a client's online profile, draw on forensic investigations, and use social listening experience to know where and how clients are being engaged with and talked about.

We fight passionately against breaches of privacy, reputational attacks and security threats. It really is what makes us tick.

This new formal relationship (we've worked with them previously) launches our fourth division: Digital Communications. This service builds and improves a client's online profile and manage their digital assets by removing false, inaccurate and misleading information using legal remedies; create new positive content to show a fuller, more accurate picture such as of our clients' philanthropic activities and business successes; and with technical online reputation management tools we help create a balanced and accurate representation of them online.

GLL: Who is your biggest inspiration from a leadership perspective and why?

I have enormous respect for Baroness Hale, who has blazed an impressive trail of firsts throughout her legal career. She is known as the 'Beyoncé' of the legal world (so dubbed by Legal Cheek) for her role in empowering women and it's no doubt as a result of leaders (indeed pioneers) like Baroness Hale, that women now make up 49% of lawyers in law firms.

Do something you believe in and don't be afraid to do things differently. Find your purpose and work hard at it.

GLL: How do you hope to inspire others?

Schilling: I hope my experience will show people that they don't always need to take the traditional route into a traditional career. And I hope that my work will demonstrate that there is always something that can be done to right a wrong.

GLL: What advice would you offer to the next generation of leaders?

Do something you believe in and don't be afraid to do things differently. Find your purpose and work hard at it.

GLL: What changes do you expect to see in the working world over the next 5-10 years?

I anticipate seeing a new hybrid style of agile working with office life taking much more of a secondary role. Digital communications will of course be at the forefront of this and I believe that organisations will need to find increasingly innovative ways to fight against the rising risk of fake news, misinformation and privacy risks.

GLL: What kind of leadership skills will the leaders of tomorrow need?

Quite simply, empathy and compassion. What we do is about people, and I can't see that changing any time soon.

GLL: What has been the most useful leadership lesson you've learned?

Changing the structure of the business to become an ABS was a big one for me. It really hit home that I had to believe in what we were doing as a business in order to take everyone else on the journey with me.

In refocusing the firm, I was essentially saying that we are a consulting business with a long history of litigation. This was a big step, but one which has proved its worth from the outset both in terms client satisfaction and how we collaborate internally. The fact that we've just been recognised as one of the Top 30 Consultancies to work for by Best Companies says it all really. I'm very proud of that.

GLL: If you hadn't become a lawyer, where would you be now?

As a child, I'm told I wanted to become a vicar! But at school, it was suggested I become a chartered surveyor. This was after a particularly long day for the school careers officer, and he didn't seem to mind my lack of O-levels! I suspect, like many others, I'm a frustrated author.





KATE CHEETHAM

Group General Counsel & Company Secretary, Lloyds Banking Group

Nomination

Being involved in initiatives that advance social mobility and diversity. Previously Co-Chair of the Breakthrough gender diversity network in Lloyds Banking Group. Current roles include being Trustee of the Lloyds Bank Foundation for England & Wales, which champions and supports smaller charities, and Sponsor of Legal and Secretariat in the Community, the legal & secretariat function's responsible business programme that provides support to charities and to education, employability and enterprise initiatives within local communities across the UK.

1. What does leadership legacy mean to you?

In my view, leadership legacy means building a foundation for future success, through understanding and focussing on priorities to achieve long-term goals; effectively navigating challenges; and enabling the full potential in others. Leadership legacy covers both what was done and how it was done.

2. Who is your biggest inspiration from a leadership perspective and why?

Nelson Mandela, for many reasons but particularly the extraordinary level of forgiveness he demonstrated, his inclusiveness, authenticity and his constant and positive focus on the future, all of which are truly inspiring.

3. What advice would you offer to the next generation of leaders?

The importance of resilience (both personal and across the team) and of a learning culture. Included within this is creating psychological safety – leading with empathy, encouraging different perspectives and challenge and recognising that mistakes are opportunities for growth. Everyone makes mistakes – it is how we as leaders respond to and learn from those mistakes (both our own and others) that is crucial.

4. What has been the most useful leadership lesson you've learnt?

The critical importance of bringing true diversity of thought within teams to drive innovation and improve decision-making and business outcomes, as well as enabling individuals to develop. It also makes work a lot more fun!

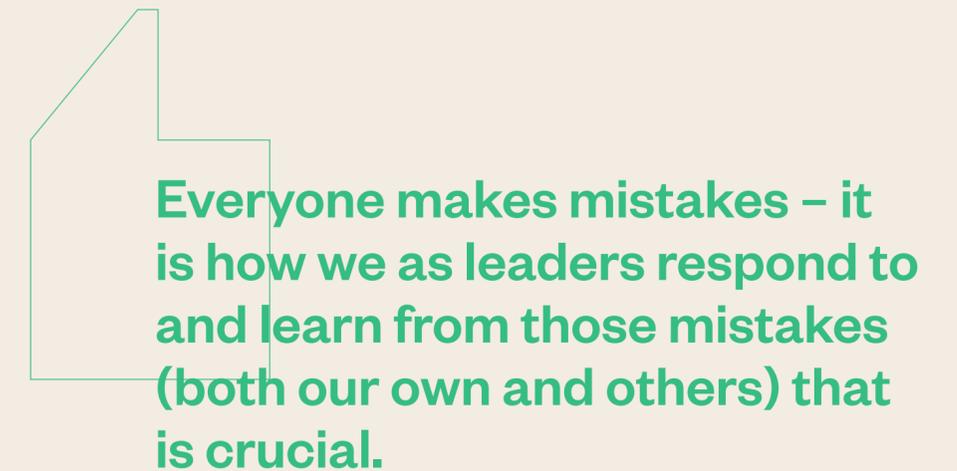
5. If you hadn't become a lawyer, where would you be now?

I would probably be running an art gallery! I am very passionate about art and after gaining a degree in art history, I spent six years running an art gallery in London before starting my legal career. I thoroughly

enjoyed that role as I was able to learn about the business, develop a strategy, manage a team, and build effective relationships.

6. What practical advice would you offer other in-house leaders to help them incite change in their organisation?

Clear and continual communication about the 'why' behind the need for change is key, as is an empowered group of believers and visible action! Developing a test and learn culture can be a great way to try new things and better understand the impacts of potential changes quickly.



Everyone makes mistakes – it is how we as leaders respond to and learn from those mistakes (both our own and others) that is crucial.



KELLY MAHON TULLIER

EVP, Chief Legal & Administrative Officer, Visa

Nomination

Kelly is an outstanding mentor and leader who encourages and inspires her team to become 'learning agile'.

1. What does leadership legacy mean to you?

Leadership legacy is about building a team that performs as well, if not better, when you are no longer there than when you were. I have had the good fortune of leading several amazing teams over my career, and I am most proud of how well they all have performed without me.

2. Who is your biggest inspiration from a leadership perspective and why?

I have had the good fortune of working for many amazing leaders who have inspired and influenced me in many ways. The most recent is Al Kelly, our CEO, who is an incredibly smart, driven and successful leader who has a unique ability to bring out the best in everyone around him.

3. What advice would you offer to the next generation of leaders?

Don't get too comfortable. You should always continue to push yourself to try new challenges. Change is the key to ensuring you grow as a lawyer and a leader who is able to conquer anything in front of you.

4. What has been the most useful leadership lesson you've learnt?

Treat others as they want to be treated. It is important to figure out what makes people feel empowered, supported and motivated and give that to them, without being too focused on your own needs.

5. If you hadn't become a lawyer, where would you be now?

I love being a lawyer, so it is hard to imagine a different career path. I have also loved the other roles I have had, from leading HR to Communications to Corporate Services, so it could be anything!

6. What practical advice would you offer other in-house leaders to help them incite change in their organisation?

It is important to constantly talk about change, as change drives opportunity and success, and to never tolerate complacency. Lawyers should be innovative leaders who grow the business while protecting it.



Leadership legacy is about building a team that performs as well, if not better, when you are no longer there than when you were.



KIRSTY COOPER

Head of Office of the Chairman,
Group Company Secretary & General
Counsel, Aviva

Nomination

Kirsty is supportive and is always thinking of other in the team.

1. What does leadership legacy mean to you?

I don't think there's any better legacy than empowering those around you and building a great team of leaders.

2. Who is your biggest inspiration from a leadership perspective and why?

My first CEO who showed me how you could lead through people to build a great company.

3. What advice would you offer to the next generation of leaders?

Stay true to your values and talk about your values with those around you – what you stand for might be really clear to you but it won't necessarily be to others unless you share it with them.

4. What has been the most useful leadership lesson you've learnt?

You cannot do it alone and you are only as good as your team.

5. If you hadn't become a lawyer, where would you be now?

I trained as a ballet dancer so hopefully on the stage!

6. What practical advice would you offer other in-house leaders to help them incite change in their organisation?

Bring others with you and communicating is key to doing so. I would encourage you to spend time with your teams talking about the change you want to see and how you are going to work together to make that happen. And be prepared to talk about it regularly, bringing about change doesn't happen overnight.

Stay true to your values and talk about your values with those around you – what you stand for might be really clear to you but it won't necessarily be to others unless you share it with them.



LAUREN LIVINGSTON

General Counsel, CVC Capital Partners

Nomination

Lauren has spoken about empowering women in the workplace and what it's like being a working mother. She has a strong passion for female empowerment and regularly speaks at conferences and panel discussions on the subject.

Be yourself, allow others to be themselves and realise you can create something better together with that diversity of differences.

1. What does leadership legacy mean to you?

To me it means a willingness to say "OK, I'll go first, and then show you how you can do the same or better!". And, as you create this new path forward, leaving guideposts on the trail so that the way forward is made easier for those who'll come next, even when you're not around. If you don't, what's the point?? If our children or children's children face the same struggles we face today then this will have been in vain. That thought drives me forward every day. We say we want to rebuild better, so let's!

2. Who is your biggest inspiration from a leadership perspective and why?

I really couldn't pinpoint one person. I draw inspiration from anyone who is willing to step up and lead even when the path ahead looks full of risk: Malala, Kamala Harris, Greta Thunberg, Christine Lagarde, Abby Wambach, Julia Gillard... Being a lone wolf, taking inspired action, keeping going, even though it's difficult, unpopular and yes, full of risk... They do it anyway, because they feel they have to. They remind me to keep going and do my part.

3. What advice would you offer to the next generation of leaders?

Be yourself, allow others to be themselves and realise you can create something better together with that diversity of differences.

4. What has been the most useful leadership lesson you've learnt?

Lead to give people what they need to succeed, not necessarily what they say they want!

5. If you hadn't become a lawyer, where would you be now?

Either in politics or playing music...

6. What practical advice would you offer other in-house leaders to help them incite change in their organisation?

Don't wait to be asked! Do what you can, wherever you can. Be the leader that's needed now. And if you asked me for a 2nd tip: stop pushing so hard against people to change in your organisation who don't agree with you. It doesn't work and you'll likely end up further apart (and will leave you exhausted). Walk a step towards them and try to understand who they are and what matters to them: their why. THEN work from that place of understanding to create change.



LOUISE PENTLAND

EVP Chief Business Affairs and Legal Officer,
PayPal

Nomination

The leadership direction that Louise provides is outstanding and her commitment to diversity and inclusion has created a lasting impact.

1. What does leadership legacy mean to you?

Leadership legacy is about ensuring you help everyone who crosses your path. We must foster a healthy environment that makes it easier for the next generation of leaders to succeed and thrive as they advance in their professional journey.

2. Who is your biggest inspiration from a leadership perspective and why?

I am inspired by leaders who are fearless, those who crossed boundaries everyone said were impenetrable – this includes people like RBG or Malala, as well as my current boss – PayPal President and CEO Dan Schulman – who shaped an industry-wide movement focused on financial wellness and redefining the rules of capitalism.

Always remember we are all just in our roles for a fleeting moment, the world you operate in existed before you arrived and will exist when you leave, so find your passion and make every moment you are there just a little bit better.

3. What advice would you offer to the next generation of leaders?

Always remember we are all just in our roles for a fleeting moment, the world you operate in existed before you arrived and will exist when you leave, so find your passion and make every moment you are there just a little bit better and little bit more impactful than you found it. Everyone will benefit.

4. What has been the most useful leadership lesson you've learnt?

Over the years, I've learned that we must truly listen before acting. High-achieving individuals or athletes tend to run to the finish line but we have to remember there isn't always one path to a solution – it's important that we listen to all inputs, and that we consider diverse perspectives.

5. If you hadn't become a lawyer, where would you be now?

If I hadn't become a lawyer, I would have become a doctor. I often wonder if I still have the energy to go to medical school – I am definitely tempted!

6. What practical advice would you offer other in-house leaders to help them incite change in their organisation?

Our jobs are to find solutions to problems, not just issue spot. An endless supply of curiosity is necessary to learn the topic at hand and it also inspires others to explore the less obvious answers and venture into unknown territories. The most successful lawyers I have encountered and the most successful teams I have been on prioritise diverse talent, foster an environment in which everyone feels safe openly sharing new ideas, and never stop iterating until they find a workable solution for their business colleagues.



LUISA EDWARDS

Deputy General Counsel & SVP
International, Comcast Corporation

Nomination

Luisa is a superb leader and mentor.

1. What does leadership legacy mean to you?

It's wonderful to be nominated and to think of leadership as a legacy. To me, it is an important responsibility that requires fine tuning every day and never for the applause (maybe a little bit once in a while).

2. Who is your biggest inspiration from a leadership perspective and why?

Actually I have drawn a great deal of inspiration from poor leaders. They offer a stark reminder of how to check myself and do better. A gentlewoman never tells. In all seriousness from a work perspective, I have had some fine bosses and managers, especially Lynn Charytan, GC of Comcast Cable who is The Force in human form. I have also been inspired by some fantastic business leads: Matt Brittin, President of EMEA Business & Ops for Google and Marcien Jenckes, President of Advertising for Comcast Cable both of whom combine firm direction with heart. I am too old for this to count as grovelling.

3. What advice would you offer to the next generation of leaders?

Listen, don't be complacent and don't even contemplate giving up coffee.

4. What has been the most useful leadership lesson you've learnt?

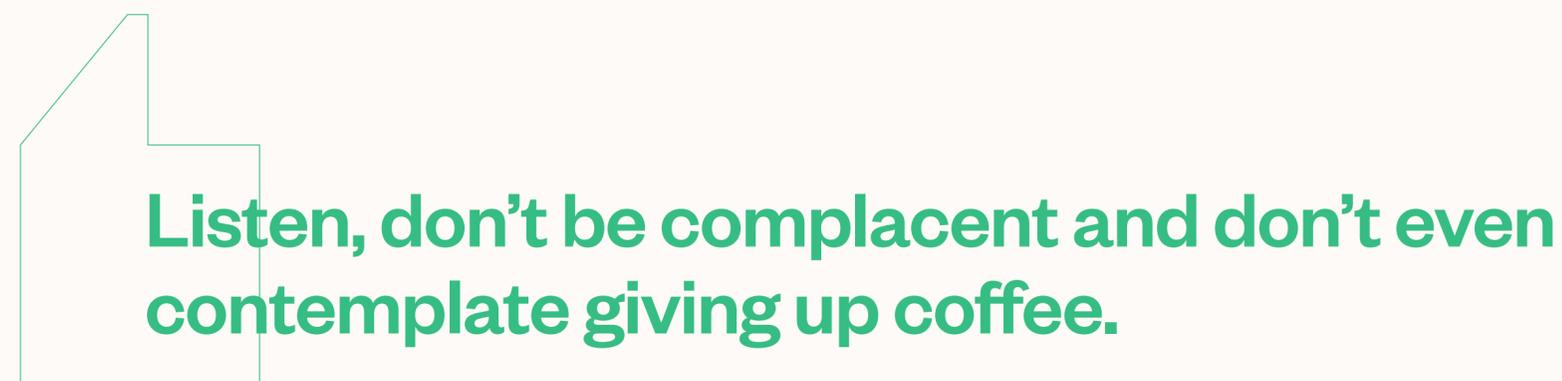
There is always a kind and respectful way to deliver difficult messaging. Look for it.

5. If you hadn't become a lawyer, where would you be now?

Choices, choices. In no particular order: Park keeper, dancer, nun, poet.

6. What practical advice would you offer other in-house leaders to help them incite change in their organisation?

Focus on what's best for the business, pick your battles and your moment and enjoy it.



**Listen, don't be complacent and don't even
contemplate giving up coffee.**



MAAIKE DE BIE

Group General Counsel &
Company Secretary, easyJet

Nomination

Coach and Mentor at Aspire Foundation. Expert at giving credit to her team and leading by example.

1. What does leadership legacy mean to you?

For me it starts with why – our purpose. A leader who can bring the why and purpose to a vision and a strategic plan will no doubt leave a legacy. For me as a leader, it is less about me and more about the team. I am clear on my why (I want to create an environment in which my team can thrive) and it pleases me to no end when I see people succeed and indeed thrive. I hope people pay this forward and ideally that is my wish for my leadership legacy – that people are inspired and excited by this way of leadership to help people be the best they can be, and for them to be their true self, whether this is at work or at home.

2. Who is your biggest inspiration from a leadership perspective and why?

I get inspiration from all around me and would not say there is one person. I have been lucky to have had great support from many. One example was when I started working at a New York law firm. There was a very strong hierarchy and the dominant leadership style was command/control and dominated by men. Then I met a woman who ended up becoming one of my key mentors and we are still friends today; a strong and powerful women partner (rare in New York in the early 90s) who, even though I was a junior, treated me as a peer, who asked for my views and who also showed me her human side. She was proud to be a woman (and not trying to be like the men in the office) and always very much herself. She showed me that being different was ok and that everyone had a voice.

3. What advice would you offer to the next generation of leaders?

If you are privileged to lead – remember it is a noun – it requires action! There is no perfect leader nor one way of being a leader – find your own style and remember, it is all about those you ‘lead’.

4. What has been the most useful leadership lesson you’ve learnt?

There have been many. I learn from others around me, from reading, from listening, from networking, from role models. I think one of the useful leadership lessons is to keep learning and tweaking your own leadership style, remembering there is not one single style and to be able to flex your own style as the situation warrants it. It is such a privilege to be in a leadership role, it is so interesting to get to know your team, to define your common purpose & your values; to create a vision and strategic plan; and to be there to help, support and create an environment where everyone can be their best selves. When a team works well together with a clear purpose and focus it is pure magic.

5. If you hadn’t become a lawyer, where would you be now?

If I had not been accepted into law school I would have studied music. Who knows though where I would have ended up. I have so many different interests.

6. What practical advice would you offer other in-house leaders to help them incite change in their organisation?

Relationship building is key. Listen, listen, listen and learn. Be brave and offer your views – people want to hear them, it doesn’t have to be about the law. Take time to step back – we are so busy with daily tasks all of the time – yet it is so important to take time to reflect and think and then let your voice be heard.

**Be brave and offer your views –
people want to hear them.**



**Do not be afraid
of different ideas
and perspectives**

MARIA GARTON

General Counsel, Signature Aviation

Nomination

Maria leads Signature Aviation's global legal team, unifying what used to be a EMEA and US legal team to a solid and collaborative global legal team. She has improved engagement within the legal team significantly, and her team scored the highest on the engagement index in the company at 92% on the Gallup scoreboard. Her business achievements include leading the \$1.3 billion disposition of Ontic, as well as the public takeover of \$4.7 billion takeover of Signature Aviation. She is also on the company's exco and D&I steering committee. She is an inspirational and respected leader in both her team and company.

1. What does leadership legacy mean to you?

In my view, the key to leadership is putting others first. Teams are more engaged, and in turn more productive, when they know a leader cares, wants to hear their opinion, and will fight for them. I think people will remember a good leader not just by the projects they completed and business goals that leader met, but by how they worked with others and inspired them to achieve results beyond their expectations.

2. Who is your biggest inspiration from a leadership perspective and why?

I am inspired by a number of different leaders for different reasons, but I think the one that stands out to me is Marillyn Hewson. She was the Chairman and CEO of Lockheed Martin when I worked there. Marillyn is an impressive leader, not only because she is an engineer by trade and a female working in a field that is very male-dominated, but because she understands the importance of putting people first and never compromising on your ethics. Even though Marillyn had been with Lockheed for many years beforehand, when she first started in her role as Chairman and CEO, she went on a "customer tour" to hear what customers really wanted and what she could do to make those relationships stronger. She used that insight to build a better company, always putting people first, whether that be internal employees or external stakeholders.

3. What advice would you offer to the next generation of leaders?

Do not be afraid of different ideas and perspectives. It has been demonstrated time and again that diverse teams deliver better results, and that's because people within diverse teams think differently from each other and challenge each other. But that also necessarily means that diverse teams disagree, argue and challenge each other. The road is not always as smooth, but ultimately the results are better when you

encourage a range of perspectives and defend the right for others to hold views that don't always conform to your own.

4. What has been the most useful leadership lesson you've learnt?

Over the years, I have learned the value of feedback. It is certainly not always pleasant to hear criticism of yourself or your work, especially when you are a high achiever, but feedback truly is a gift. If you take it on board, it gives you a glimpse into how others perceive you and ultimately helps make you a better employee, leader and person. I would say the same with respect to your teams and coworkers. You could give everyone around you nothing but praise, but ultimately you will let down your team members because you will not be helping them to progress. In the worst case, you can cause someone to fail by not alerting them to deficiencies and issues that may impede their success.

5. If you hadn't become a lawyer, where would you be now?

If I had not become a lawyer, I would probably be an entrepreneur. One of the things that I really love about being a lawyer is helping others solve really tough problems. I think there is a lot of that in entrepreneurship in that often you are trying to help solve what you perceive to be a problem by delivering a better product or service than what is currently out there. Also, I have worked at startup companies in the past, and there is an energy and buzz that comes with working on something novel and helping contribute to its growth and success.

6. What practical advice would you offer other in-house leaders to help them incite change in their organisation?

I would say that the key to inciting change is to get people's buy-in by not only explaining the reason for the change, but by walking the walk. You can't expect others to take on a new idea if they do not believe that you are truly committed to it.



MARK GREGORY

General Counsel, Rolls Royce

Nomination

Leading and improving efficiency in the company and restructuring to make sure they're fit for the future.

1. What does leadership legacy mean to you?

I've not really thought much about 'legacy' (sounds a bit grand) but I think that we, as leaders, will have done a good job if we leave our roles having had a net-gain on the journey towards whatever the company mission is. For me, really living our values and behaviours is key in achieving that outcome, as is having nurtured the next generation leader.

2. Who is your biggest inspiration from a leadership perspective and why?

I wouldn't pick one (I wouldn't want to embarrass them!): I'd reflect that I've learnt how to lead (and how not to lead) from a number of people within and outside my organisation over the years. And I think I've still got a few years before my own leadership journey is done, so every day is a school day!

3. What advice would you offer to the next generation of leaders?

Be authentic. It's the only way you can be at your best, and it's the best way of creating an environment where everyone can be at their best. Because good leaders should be judged by how their teams perform, not just by what the leader does.

4. What has been the most useful leadership lesson you've learnt?

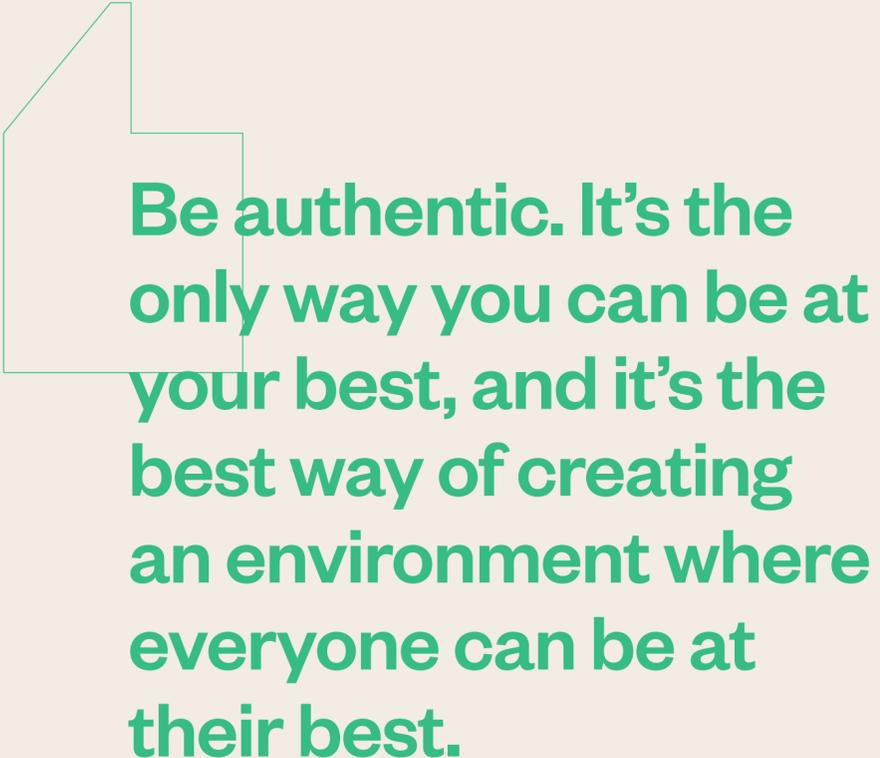
This one's a classic: learn to only do the things that only you can do, and remember that the people doing the task might do it differently to you. And that's ok.

5. If you hadn't become a lawyer, where would you be now?

Looking back on a moderately successful stage and singing career, wondering what might have happened if I'd instead chosen a career in the law.

6. What practical advice would you offer other in-house leaders to help them incite change in their organisation?

Don't walk past road-blocks (cultural, organisational or others), and don't just settle for being the lawyer in the room: all those skills and experience you've gained in the law counts towards the diversity of thought in business decision making.



Be authentic. It's the only way you can be at your best, and it's the best way of creating an environment where everyone can be at their best.



MARK MAURICE—JONES

General Counsel & Compliance Officer, UK & Ireland, Nestlé

Nomination

For his inspirational leadership and commitment to creating positive sustainability changes.

1. What does leadership legacy mean to you?

A leader's legacy is less about who or what they lead and much more about how they lead. As Maya Angelou once said "People won't remember what you said or did but they will remember how you made them feel".

2. Who is your biggest inspiration from a leadership perspective and why?

I have met many inspiring leaders over the years but my biggest inspiration was a boss I had early in my career. I had recently started working in-house and found myself in a situation where I was heavily challenged by a senior executive for some advice I had given. Without any hesitation even though he did not know any of the facts of the matter my boss endorsed my advice in very vocal terms. This showed courage as by doing this he was taking some personal risk. The trust he showed in me on that day was something I never forgot. It was a great demonstration of the importance of a leader having the back of his team.

3. What advice would you offer to the next generation of leaders?

Listen and stay humble. You can learn a lot from others.

4. What has been the most useful leadership lesson you've learnt?

Don't be too quick to solve other people's problems – create an environment where people learn to solve their problems for themselves.

5. If you hadn't become a lawyer, where would you be now?

Before becoming a lawyer I was teaching in the Far East – so possibly I might still be teaching.

Listen and stay humble. You can learn a lot from others.

6. What practical advice would you offer other in-house leaders to help them incite change in their organisation?

The most important thing is to communicate clearly why change is important and connect it to the values of the organisation. Once you have done this work collaboratively with others to develop an action plan setting out the current situation, the future ambition and how you are going to achieve this. Finally stay resilient – change is hard and you will have your ups and downs so it is important to stay the course and persevere when you face the inevitable obstacles.



MARY BOWIE

Senior Counsel, Miller Insurance

Nomination

Mary is a consummate professional, embracing human elements of leadership/ teamwork. She is kind, caring and delightfully energetic in her professional life. A wonderful mother and fashionista, her legacy is started through her fantastic personality, professionalism and kindness.

1. What does leadership legacy mean to you?

Leadership legacy in the area of Inclusion and Diversity (I&D) means having played a small part in creating a world where we strive to challenge our unconscious bias towards physicality, gender, sexual preference, social background, race and ethnicity, to grow together in understanding and effectiveness. This will hopefully lead to creativity and innovation which is no longer hampered by outdated ways of thinking.

2. Who is your biggest inspiration from a leadership perspective and why?

A headteacher I knew through a friend who was admired and respected by all for having an amazing ability to identify the strengths of individuals in his team and nurtured their talents by sponsoring them into roles even when it might create a short term resourcing gap because he knew it would pay off in the long term.

3. What advice would you offer to the next generation of leaders?

Find an external mentor/coach to help you identify where you want to be and an internal sponsor within your organisation to help you get there.

4. What has been the most useful leadership lesson you've learnt?

My leadership journey has been based at a team level in developing my skills as a subject matter expert. I have then sought to model behaviour based on my skill set and work ethic: my internal insurance broker clients expect me to know my stuff and be able to apply it commercially, with a quick turnaround to help them achieve their business goals with both client and insurer business partners within the sales distribution chain.

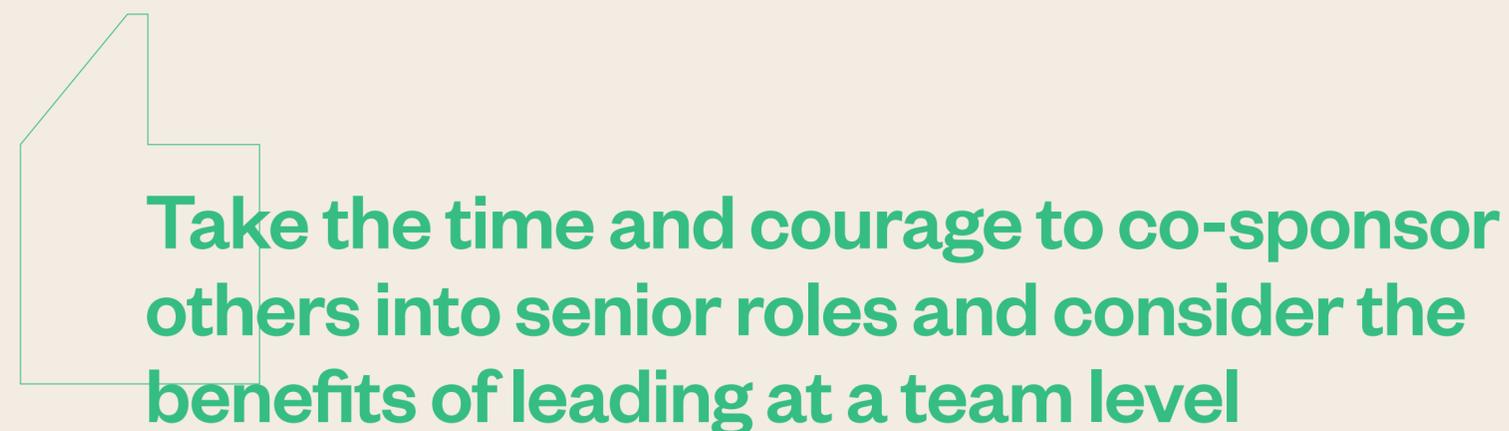
Take the time and courage to co-sponsor others into senior roles and consider the benefits of leading at a team level in a flatter structure rather than the traditional hierarchical model.

5. If you hadn't become a lawyer, where would you be now?

I'd possibly be a teacher, or working in tech. I also love running and yoga, so maybe I'd have ended up in a fitness career!

6. What practical advice would you offer other in-house leaders to help them incite change in their organisation?

Senior sponsorship support is key - engage with your stakeholders and demonstrate the business case/return on investment for any change - with the focus on I&D and ESG and that's definitely key.



Take the time and courage to co-sponsor others into senior roles and consider the benefits of leading at a team level



MATTHEW WILSON

General Counsel, Fremantle

Nomination

Matt is a wonderful leader who encourages kindness, innovation, and a culture of inclusion.

1. What does leadership legacy mean to you?

For me it comes down to people, and the culture and environment that you help create. The test of any legacy is whether the culture and environment that you create is recognised as one worth preserving and is sustained by others once you've gone.

2. Who is your biggest inspiration from a leadership perspective and why?

There isn't any one person. I've taken inspiration – and shamelessly stolen traits and ideas – from tons of brilliant people. Whether that is other GCs that I've worked under or with, senior business leaders, people in the teams we've built, people in public life or my parents (who were both teachers). I've always tried to take elements of what I find impressive and incorporate those things into my personal style in an authentic way and make sure to try and remember the things to avoid – to varying degrees of success I'm sure!

3. What advice would you offer to the next generation of leaders?

Well, rightly or wrongly, I always think of myself as part of the next generation and not an established leader (imposter syndrome I think!). The biggest thing for me has always been people and genuinely taking the time to get to know them to try and create a psychologically safe environment so everyone can do their best work. That means doing a lot of listening, asking lots of questions and not asking people to do things you haven't done or wouldn't do. Above that, it's so important to make sure that you over communicate, especially during tough times when you're having to make difficult decisions that affect people's lives and those of their families. That's been particularly important over the past 18 months.

4. What has been the most useful leadership lesson you've learnt?

Every interaction matters. Regardless of who it is with. I tend to think that the best leaders lead by consent and not by authority. That

doesn't mean those leaders don't have authority and the ability to use hard power, but that they are emotionally intelligent enough to create environments where they only have to use it sparingly. To keep consent healthy over time you have to recognise what a privilege it is to lead other people every day. The interactions you have with others could be the one that determines whether they have a bad day or a good day, and what kind of mood they are in when they go home to their families. That doesn't mean sugar coating, but it's crucial not to be cruel, to recognise effort and achievements and to assume good intent.

5. If you hadn't become a lawyer, where would you be now?

I have no idea – to be honest, I still haven't decided what I want to do when I grow up! That said, I've been really lucky so far in my career, both in terms of the places I've worked and the people I've worked with.

6. What practical advice would you offer other in-house leaders to help them incite change in their organisation?

Be interested. In everything and everyone. To incite change you need to understand what change is needed (which means really understanding the whole organisation), then have the allies, relationships and influence to, first, make that change happen, and then make the change stick – which invariably is about communicating purpose, why you're doing it and winning hearts and minds.

Be interested. In everything and everyone.



MONICA RISAM

Group General Counsel & Company Secretary,
Lombard International Group

Nomination

Fantastic enthusiasm and drive. Gets people interested in the job.

1. What does leadership legacy mean to you?

I believe that I am part of the generation truly poised to give others a helping hand – enabling them to then stand on our shoulders and continue to achieve great things. For me, leadership legacy is playing some part in helping someone else achieve their goals and ambitions by providing that helping hand to help lift them up.

2. Who is your biggest inspiration from a leadership perspective and why?

I am inspired by my parents who have always been unfailingly generous with their time and support in helping others.

3. What advice would you offer to the next generation of leaders?

Be brave enough to take on new challenges and stretch yourself. As my old boss used to say to me, “Calm seas do not make great sailors”.

4. What has been the most useful leadership lesson you’ve learnt?

For me, it always comes down to that famous Maya Angelou quote, “People will forget what you said, people will forget what you did, but people will never forget how you made them feel”. I try to use that as my guiding north star in how I interact with people at all levels of our organisation and in the wider legal sector.

5. If you hadn’t become a lawyer, where would you be now?

Probably a doctor, like my parents. But in my dreams, a TV presenter!

6. What practical advice would you offer other in-house leaders to help them incite change in their organisation?

Have a focused idea of what you hope to achieve but remember to take the time to bring people on that journey with you. You can’t do it all on your own!

Be brave enough to take on new challenges and stretch yourself. As my old boss used to say to me, “Calm seas do not make great sailors”.



Celebrate successes! Even if they seem small at the time.

REBECCA MILLS

Deputy General Counsel, easyJet

Nomination

Supportive and demonstrates commitment to the business

1. What does leadership legacy mean to you?

Being a leader is a responsibility and a privilege to be used wisely.

To me, your leadership legacy is the environment you create and shape through your ideas and actions; the way you make people who work for and with you feel; the impact on your company's (or industry's) future success as a result of the direction and tone that you have set and the people you inspired to build on this.

2. Who is your biggest inspiration from a leadership perspective and why?

My current manager, our GC, Maaïke de Bie, is hugely inspiring. Since the outset of the pandemic, our industry (aviation) has been impacted like almost no other, and we have dealt with a series of fundamental crises, that would each have been career defining on their own. Yet she has shown personal resilience, positivity, empathy and strategic thinking throughout. She also never lost her focus on her team, their well-being and development. Finally, she's demonstrated to me that you can be hugely successful female leader whilst staying true to your own identity and personal values.

3. What advice would you offer to the next generation of leaders?

Be open minded and listen – there is always something still to learn. Enable and empower your team. They are the future (better version of) you and your role is to help them grow and succeed. I do believe that doing the 'right thing' (be it in terms of the environment, our people, our business decisions and relationships etc) will continue to become a key responsibility of a leader. Stay true to yourself and find a great mentor who can help you to be the best of yourself and will also hold up a mirror occasionally to help you to learn from any knock backs along the way.

4. What has been the most useful leadership lesson you've learnt?

Lead by example. It sounds cliché but I strongly believe in role

modelling the behaviours you want to see.

Be curious – talk to people and don't assume you know what motivates or worries them – try to understand what is on their shoulders and how you and your team can help them to achieve their goals.

And finally don't be afraid to show your personality, including vulnerability – your team need to know that you are human too and can create a safe space for people to be themselves

5. If you hadn't become a lawyer, where would you be now?

My mum recently reminded me that my initial life plan had been to travel the world on a boat writing books... Maybe that time is still to come!

6. What practical advice would you offer other in-house leaders to help them incite change in their organisation?

Bring people along with you – you won't be able to do it on your own and trying to impose things unilaterally on an organisation rarely works. You are best to show people what's in it for them – why does this change make their lives better, easier, processes more efficient, results more attainable? etc

Find supporters and allies and go as wide as possible in terms of the areas of the business they work in. Invest time in these relationships.

Don't try to do everything all at once. I must use the "how to eat an elephant?" analogy at least once a week when talking about the changes we have been making. After a year of small operational changes it's been amazing to stand back and see the totality of what we've achieved.

Celebrate successes! Even if they seem small at the time. Recognise those people who have contributed and find ways to highlight this to a wider group – calling out all of the different teams and areas who may have had an involvement. We talk about #initttogether a lot at work and in the end, it's this spirit that will move mountains.



RHONDA POWELL

Chief Legal Officer, BuzzFeed

Nomination

Rhonda is an inspiring leader and has demonstrated a commitment to advancing the empowerment of women and diversity in law.

1. What does leadership legacy mean to you?

Leadership legacy, both within and outside of the legal profession, means that you leave the spaces that you enter and impact better than you found them. It is not enough to “do no harm”; it is vital, if progress is to be made at all, that those of us blessed with the opportunities of education, trusted positions of leadership and resources, improve the those places that we inhabit – our organisations, our communities and our world. A true leader leaves behind not only their deeds, but also the inspiration that fuels others’ desire to continue and extend the positive impact that leader had.

2. Who is your biggest inspiration from a leadership perspective and why?

I don’t know that I have a single inspiration, but I’ve seen many models of leadership over the course of my career, both within and outside of the legal profession. I’m generally most drawn to leaders who triumph through persistence and lead from intention and purpose. Congressman John Lewis, Stacey Abrams, Senator Elizabeth Warren, Secretary Deb Haaland all come to mind for me. It’s not about their politics, but the manner in which they’ve defined and sought to carry out their respective missions, and how they’ve empowered large groups of people as a result.

3. What advice would you offer to the next generation of leaders?

My advice to future leaders is that true leadership requires sacrifice, service, humility and cultivation of the trust of those you want to lead. Leadership is not a birthright, entitlement or something to be won in a lottery, or even a campaign. There are lots of elected representatives – local, state and federal – who are not leaders. That is one of the challenges that our country is currently facing. Conversely, there are many leaders whose names are never widely known, but their impact is broadly felt and that is far more important.

4. What has been the most useful leadership lesson you’ve learnt?

My most effective leadership lesson – always surround yourself with people who are as smart or smarter than you are, who have complementary talents to your own, and who have strength of character. Everything else can be learned or compensated for.

5. If you hadn’t become a lawyer, where would you be now?

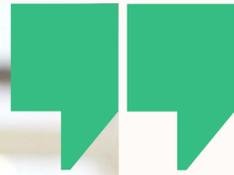
If I had not become a lawyer, I would either be a professor and writer, or a performer – likely stage, but possibly film as well.

6. What practical advice would you offer other in-house leaders to help them incite change in their organisation?

My advice would be to take one step, make one comment, move one agenda item forward, cultivate one ally in your organisation for change. Then do it again, and again. Progress is made by taking single actions repeatedly. A second bit of advice would be to ask yourself, “What am I prepared to do?” Then don’t ask more of anyone else than you are prepared to do or risk.



Progress is made by
taking single actions
repeatedly.



Replay things but not from your own perspective but as a viewer.

RICHARD HARRIS

Chief Legal Officer, Robert Walters

Nomination

Richard is an exceptionally skilled and experienced leader with great people and management skills. He supports and develops women and creates a great learning culture. Richard is forward-thinking and an achiever, he has my highest recommendation.

1. What does leadership legacy mean to you?

Someone giving a TED talk might say it's about establishing the team's culture and "spirit" that surpasses tactical plans and long-term strategy. Agreed. Although, if you can, nurturing what is already there, opposed to ripping up the floorboards and trying to start over, is a better place to start. That's because a leadership legacy needs to be bigger than the individual leader. Cults of personality are rarely positive in the long run, and that line can get crossed. A leader needs to be a custodian as much as an innovator. For me, it's about taking the lessons I've had to learn in my career and life in general, attempting to set the tone and to contribute to the Zeitgeist. It is great to have the opportunity to do this and to be myself in the process. But, it comes with a sense of weight and responsibility. I genuinely want to create a happy, supportive and productive workplace – I want my team to be impactful and want to be with us. I hope they look back fondly on their time and hopefully bring some of what we do to other organisations even when they leave.

2. Who is your biggest inspiration from a leadership perspective and why?

I was extremely close to my Grandfather, Richard Seifert, the architect who designed Centrepoint and Tower42. In 1914, at the age of 4, he came to the UK as an immigrant from Zurich. He lived with his 9 brothers in the East End. They really didn't have much. He told me stories about that time, of Zeppelin Raids and remembering the Fascist Blackshirts marching. The siblings had to stand up for themselves. Despite all this, he got a scholarship to university and trained. Starting out was tough, and he had several failures. In the war, he was decorated and end up as a young Colonel. In his own words, having lived through the jungle in Burma, he was a much more confident individual. He went on to found his successful practice and worked until his mid-80s. His attitude was of hard work, confidence,

belief in his team, leading by example and not sitting back and just accepting the status quo. Today things might be more nuanced, but there is a core to it that still holds true.

3. What advice would you offer to the next generation of leaders?

I'm not sure if they need my advice! But here goes. I think the jump between my Grandfather's generation and mine is that we are now more compassionate. EQ is as important as IQ. We are also now in a place where authentically wanting to good on a broader scale and getting others to buy into that agenda is part of the formula. Although we are not there, strides have been made to make the professional workplace more inclusive. The generation should build on what we have accumulated, but they need to establish their own Zeitgeist.

4. What has been the most useful leadership lesson you've learnt?

Being able to step back from a situation and almost watch it like a movie. This is a tool I have been using a lot lately. Replay things but not from your own perspective but as a viewer. Were you the hero or the villain? Were you a leader that you'd follow?

5. If you hadn't become a lawyer, where would you be now?

Probably more relaxed.

6. What practical advice would you offer other in-house leaders to help them incite change in their organisation?

Appreciating the power of diversity of thought. Don't allow yourself to be in an echo chamber. I think it's essential to have honest and open two-way communication with your team and others in the business. Not just your key stakeholders. Understand those people. Be interested in them. Try to walk in their shoes. Understand other points of view even if they are very different from your own. But then use that to be more.



ROB TOWNSEND

Senior Advisor, SoftBank Group International

Nomination

As Chief Legal Officer before me, Rob led a global change to the way the legal teams in our group of companies work in terms of collaboration, fact finding, and understanding the relative needs of the parent and each of the different subsidiary divisions. We went from being a set of distinct legal units, into one core team that supports the business teams wherever they may be depending on the respective expertise needed.

1. What does leadership legacy mean to you?

I view leadership legacy from two perspectives – have you created a better environment for your team and successors and enabled them to thrive and have you advanced your company’s goals. I would like to think I did well on both.

2. Who is your biggest inspiration from a leadership perspective and why?

A former mentor of mine at Morrison & Foerster, Marshall Small. Marshall was a model for the entire firm and a brilliant hard working lawyer, but he also invested his time in getting to know each new lawyer who worked with him personally and cared greatly about the welfare of each lawyer in the firm.

3. What advice would you offer to the next generation of leaders?

The pace of change will only accelerate and unforeseen risks will escalate. Engage in continuous learning in both your internal environment and the larger context in which your company operates, try to anticipate future changes in both, and try to ensure your organisation and team are flexible and prepared enough to cope.

4. What has been the most useful leadership lesson you’ve learnt?

The best leaders understand not only what people say, but what they mean as well.

5. If you hadn’t become a lawyer, where would you be now?

Traveling the world looking for the next great adventure.

6. What practical advice would you offer other in-house leaders to help them incite change in their organisation?

Lead by deeds and example so you can catalyse change through positive results.

The best leaders understand not only what people say, but what they mean as well.



RUPERT HOPLEY

Company Secretary and Group
General Counsel, Informa

Nomination

Rupert is a fantastic strategic leader and a great mentor.

1. What does leadership legacy mean to you?

I think of a leadership legacy as the environment and structure you create when you're in a leadership position, that may be retained by the organisation after you have left – if that continues to meet the organisation's needs. As a leadership team, we've worked hard to create a constructive, collegiate environment where we enable colleagues to make decisions, take risks to (hopefully) meet our customer needs and consequently grow the company. Most importantly, it is a culture where both ownership and responsibility are encouraged but we all try to learn with each other, when things don't go according to plan.

2. Who is your biggest inspiration from a leadership perspective and why?

We all have different inspirations as we grow up and generally the individuals may change over time. I was very lucky to know an outstanding Partner at Allen & Overy when I first started my career and he inspired me to become a lawyer. Similarly I've enjoyed being mentored by a couple of heavy-weight GC's in my career and have met some outstanding business leaders from who I've learnt (and continue to learn) a lot from. But ultimately, the simple answer, is my parents. Their key leadership qualities have always been to be inclusive; encouraging; empathetic; flexible, and constantly willing to listen and learn.

3. What advice would you offer to the next generation of leaders?

- Two ears; one mouth – listen and learn from others.
- But also understand yourself and the environments where you have felt most engaged/inspired.
- And when you get to the top, try to replicate that environment for your team.

4. What has been the most useful leadership lesson you've learnt?

My two key lessons are:

1. To try to see an issue from the other person's perspective.
2. And you will be more successful as a team, rather than as an individual.

5. If you hadn't become a lawyer, where would you be now?

Running a business ...

6. What practical advice would you offer other in-house leaders to help them incite change in their organisation?

- Engage and then influence the culture.
- But don't expect change overnight as a business culture is often deep rooted and takes time to evolve and change.

As a leadership team, we've worked hard to create a constructive, collegiate environment where we enable colleagues to make decisions, take risks to (hopefully) meet our customer needs and consequently grow the company.



SEAN THOMAS

Group General Counsel, AlphaSights

Nomination

Sean is an inspirational leader who encourages innovation and curiosity.

1. What does leadership legacy mean to you?

Setting an example, adopting shared common values, showing empathy and creating an environment that motivates team members to perform to the best of their ability to achieve a shared outcome.

2. Who is your biggest inspiration from a leadership perspective and why?

Trying to help team members reach their peak performance and achieve great outcomes by focussing on talent development, motivational drivers and performance.

3. What advice would you offer to the next generation of leaders?

I am certainly still learning and onboarding as much advice as possible at this stage of my career, but I really believe in the idea that I am only as good as “our team” and therefore everyone in any team has a key role to play in our shared success.

4. What has been the most useful leadership lesson you’ve learnt?

Listen to your team / employees and set the tone from the top.

5. If you hadn’t become a lawyer, where would you be now?

Coaching the local under 11 football team!

6. What practical advice would you offer other in-house leaders to help them incite change in their organisation?

Leadership requires the ability to communicate a vision in a manner that motivates others to adopt, embrace and implement a shared outcome. If you can achieve “buy in”, organisational change will follow.

I really believe in the idea that I am only as good as “our team” and therefore everyone in any team has a key role to play in our shared success.



Embrace the opportunities and possibilities that come your way.

SUSANNAH STROUD WRIGHT

Chief Legal Officer, Credit Karma

Nomination

Susannah is an innovative and inspiring leader and has demonstrated a commitment to advancing the empowerment of women in law.

1. What does leadership legacy mean to you?

Leaving a leadership legacy to me means developing and empowering strong lieutenants to become leaders. I hope to achieve this through what I think of as an incubator lab of aspiring general counsel members in which I've been able to instill lessons, approaches and help grow and nurture a pool of lawyers who can pass those learnings on to others as they help inspire young lawyers to achieve their full potential.

2. Who is your biggest inspiration from a leadership perspective and why?

Our CEO Ken Lin is inspiring through his humility and focus on seeing through our mission of helping our more than 110 million members achieve financial progress. Through his leadership he has inspired me to maintain the "servant leadership" philosophy — putting the needs of my team first to help them perform at their optimal potential. This approach results in her team putting the needs of our members first, which is our core principle at Credit Karma.

My mentor Seth Weissman, who currently serves as Chief Legal Officer at Marqeta, hired me for my first in-house role and taught me how to build a high-functioning, collaborative legal team. I lead by several guiding principles he instilled in me, including embracing feedback and surrounding myself with experts, understanding how to let go and delegate, and getting comfortable with being uncomfortable.

Lastly, Debra Wong Yang, partner at Gibson Dunn and the first female Asian American U.S. Attorney has been an incredible mentor to me. She taught me to chart my own path and own my style of advocacy that enables me to think of the big picture and live a full life where I can excel both at home and work.

3. What advice would you offer to the next generation of leaders?

Embrace the opportunities and possibilities that come your way. Think about what is possible rather than focusing on the downsides –

something that lawyers are often trained to do. Embrace the law and embrace opportunities to help move things forward, and always go above and beyond to do the right thing by your customers.

4. What has been the most useful leadership lesson you've learnt?

Get comfortable with being uncomfortable. Embrace challenges and find growth opportunities in uncertain situations. This mantra has helped me constantly push outside my comfort zone to take on new challenges and be open to the insanely fast pace of disruptive, hyper-growing companies.

"We see things not as they are but as we are" – Anaïs Nin (but I know it from my husband quoting it to me all the time!). This quote helps me keep perspective and stay objective in even the most stressful situations. It reminds me to always check my preconceived notions, to focus on being self-aware and truly focus on where another person is coming from and what they need. It's a great reminder that our own emotions and biases can cloud the truth, and it's critical to take the time to try to strip those away so that we can find the best solution possible, to any situation.

5. If you hadn't become a lawyer, where would you be now?

Likely in a teaching role (e.g. a law professor) – a job that would continue to allow me to help others achieve their career potential.

6. What practical advice would you offer other in-house leaders to help them incite change in their organisation?

The best way to incite change within an organisation is bringing others along for the journey by allowing them to truly understand the goal and vision. Involving them from start to finish inspires through understanding positive business outcomes and the chosen strategy to get to that point. This thorough understanding and experience are the best motivating factors in achieving goal alignment held by leadership and the organisation as a whole.

SCHILLINGS



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