

# The General Counsel's Unique Management Issues

The Association of General Counsel

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Rees W. Morrison, Esq.



# Narrowing the Focus....

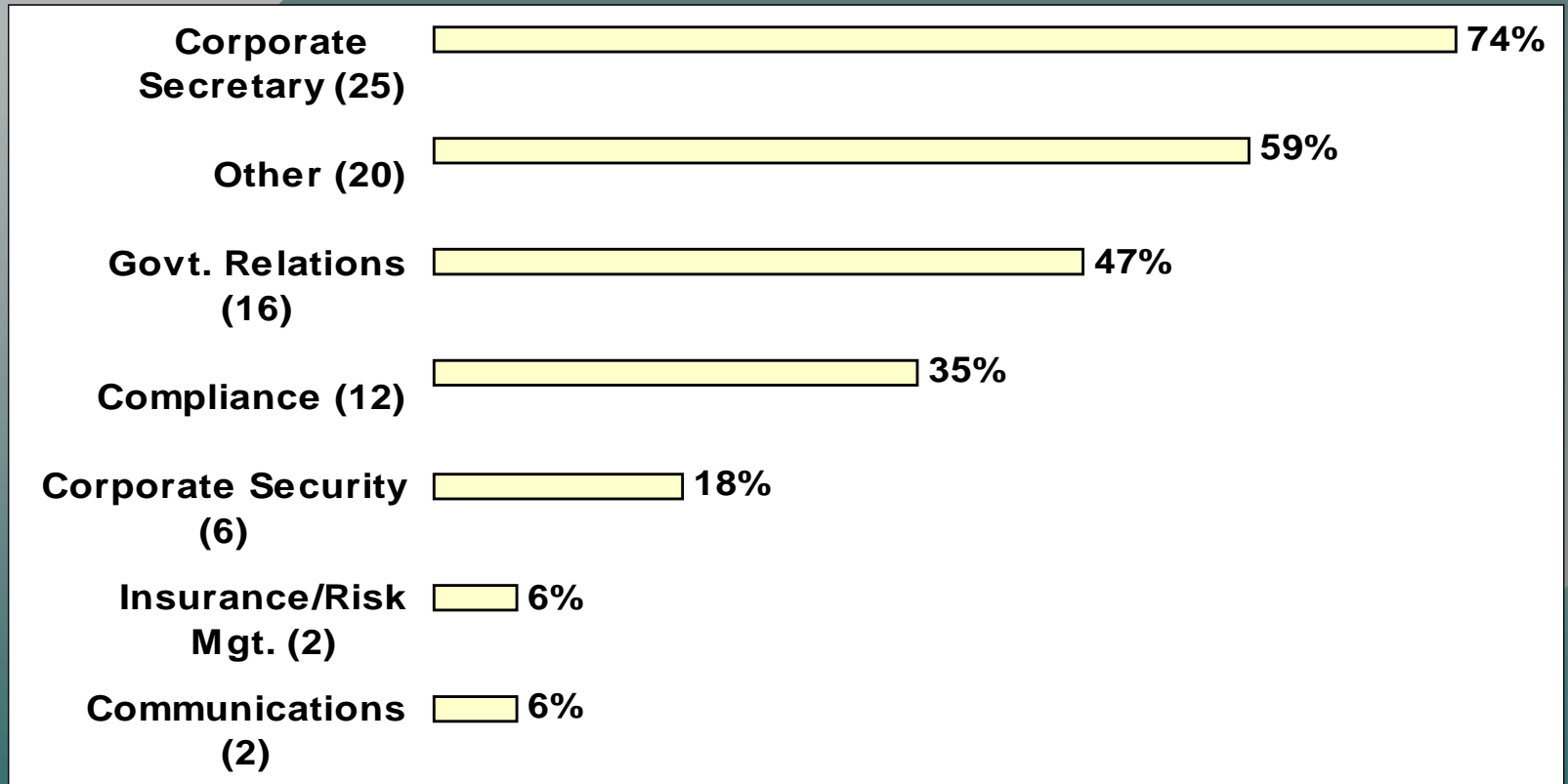
General Counsel typically shoulder four basic responsibilities:

**Counsel the Board and Senior Executives**

**Oversee legal advice delivered to others**

**Often, supervise other groups**

# Areas Typically Supervised by GC



\*Rees W. Morrison, Law Department Benchmarks: Myths, Metrics, and Management (Glasser LegalWorks, 2nd Ed. 2000).

# Narrowing the Focus....

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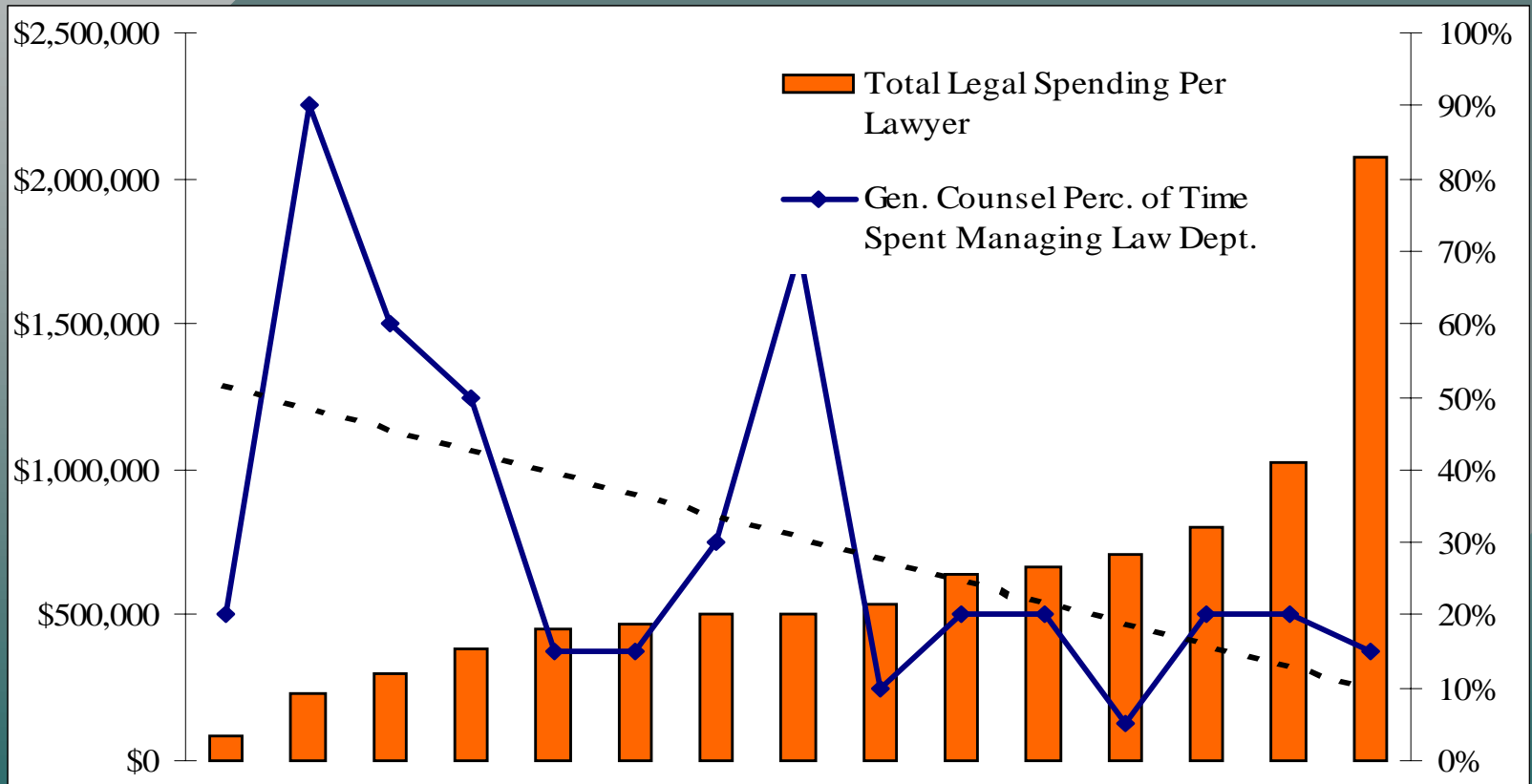
**Counsel the Board and Senior Executives**

**Oversee legal advice delivered to others**

**Often, supervise other groups**

**Manage the Law Department**

# GC Time Spent Managing the Law Department

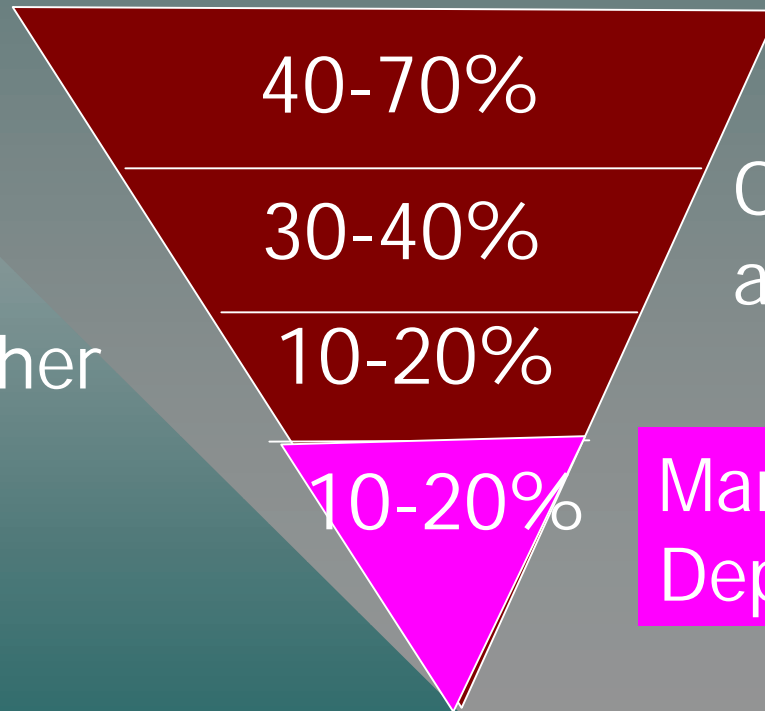


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# Estimated Division of GC Responsibilities and Time

Counsel the Board and Senior Execs.

Supervise other groups



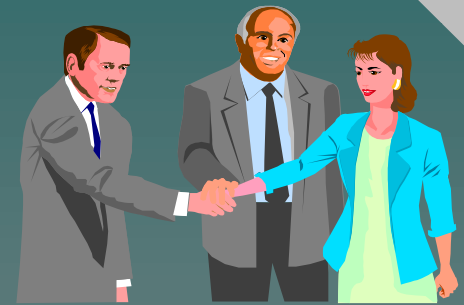
Oversee legal advice to others

Manage the Law Department

# Your **Unique** Management Roles

**People**  
**Culture**  
**Change**

# Upheaval in Workforce



Generation X, Echo Boomers, and Y

Job mobility

Women and minority lawyers

Career-long learning

“Aging in place”

Flexible working arrangements



# People: Deciding Succession, Pay and Promotions

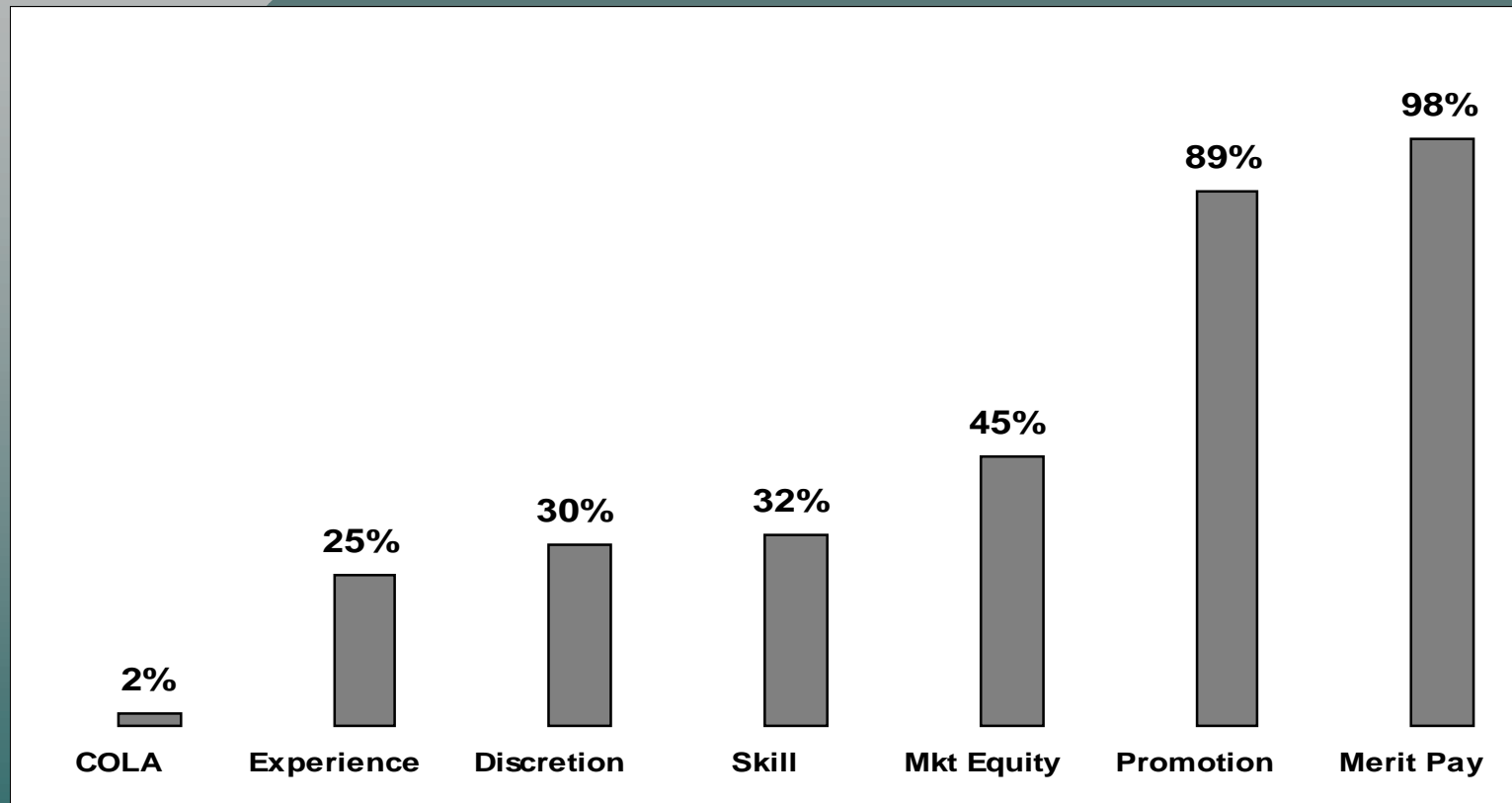
Multi-year development plan for high potential lawyers

Clear compensation process and goals

Enforced, regular and useful evaluations

Broadbanding and title simplification

# Compensation Goals



\*Rees W. Morrison, Law Department Benchmarks: Myths, Metrics, and Management (Glasser LegalWorks, 2nd Ed. 2000).

# Culture: Setting the Style of the Law Department

Get out, informally (MBWA)

State your beliefs

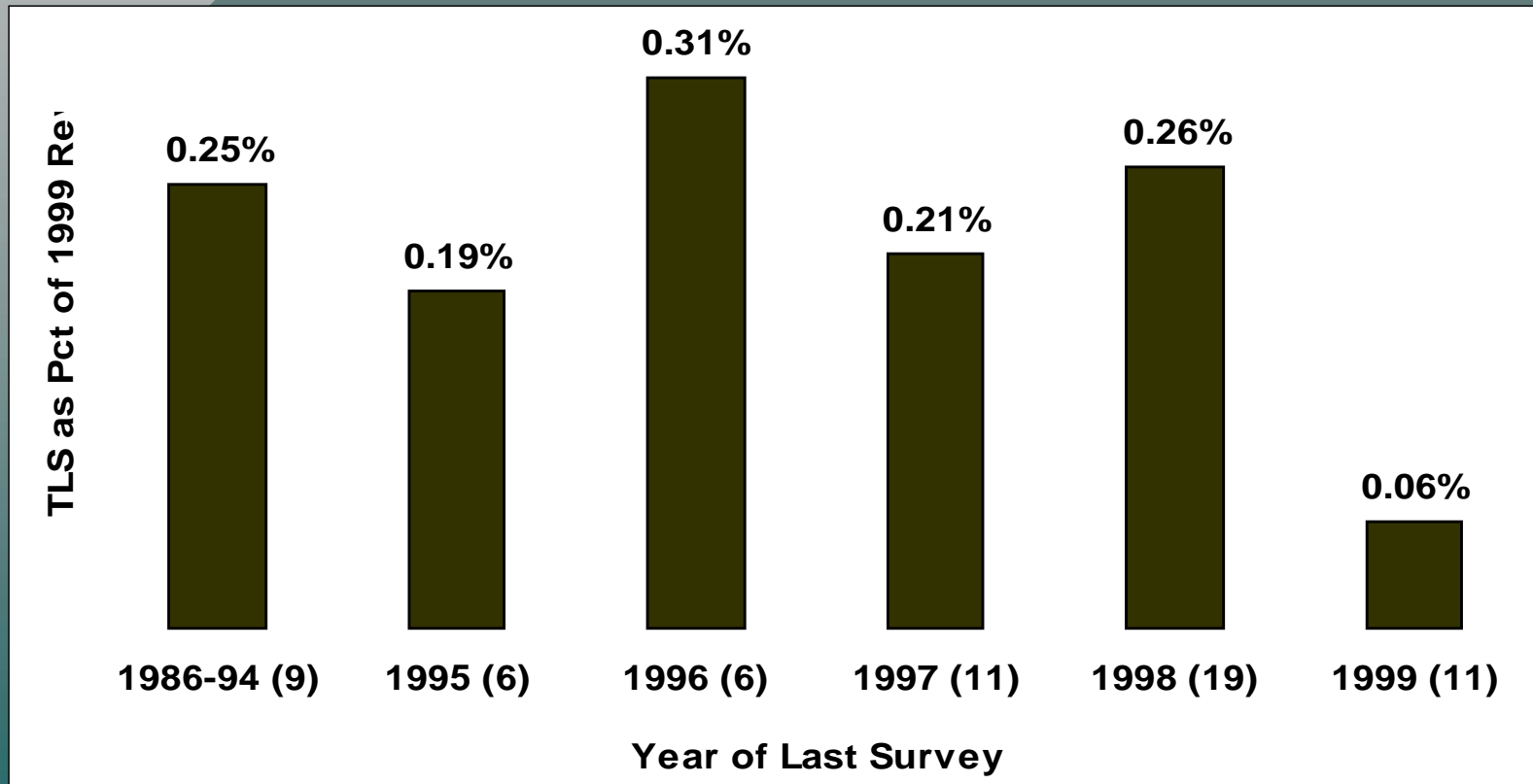
Conduct annual, tiered client survey

Assess employee morale, 360 degree

Consider balanced scorecard approach

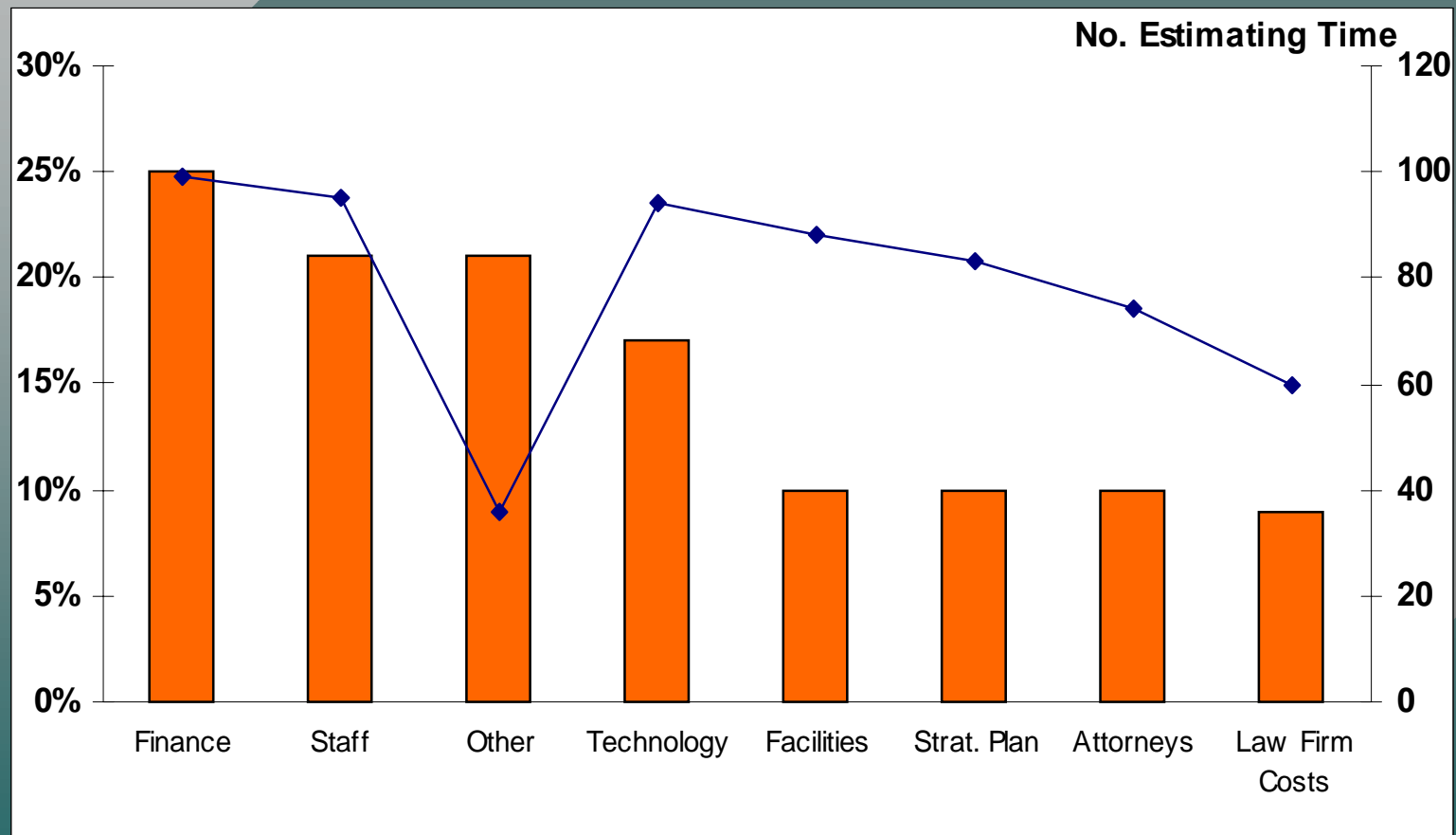
Appreciate, publicly, your support staff

# Client Satisfaction Surveys and Total Legal Spending\*



\*Rees W. Morrison, Law Department Benchmarks: Myths, Metrics, and Management (Glasser LegalWorks, 2nd Ed. 2000).

# Roles of the Administrator\*



\*Rees W. Morrison, Law Department Benchmarks: Myths, Metrics, and Management (Glasser LegalWorks, 2nd Ed. 2000).

# Innovation: Triggering Major Initiatives

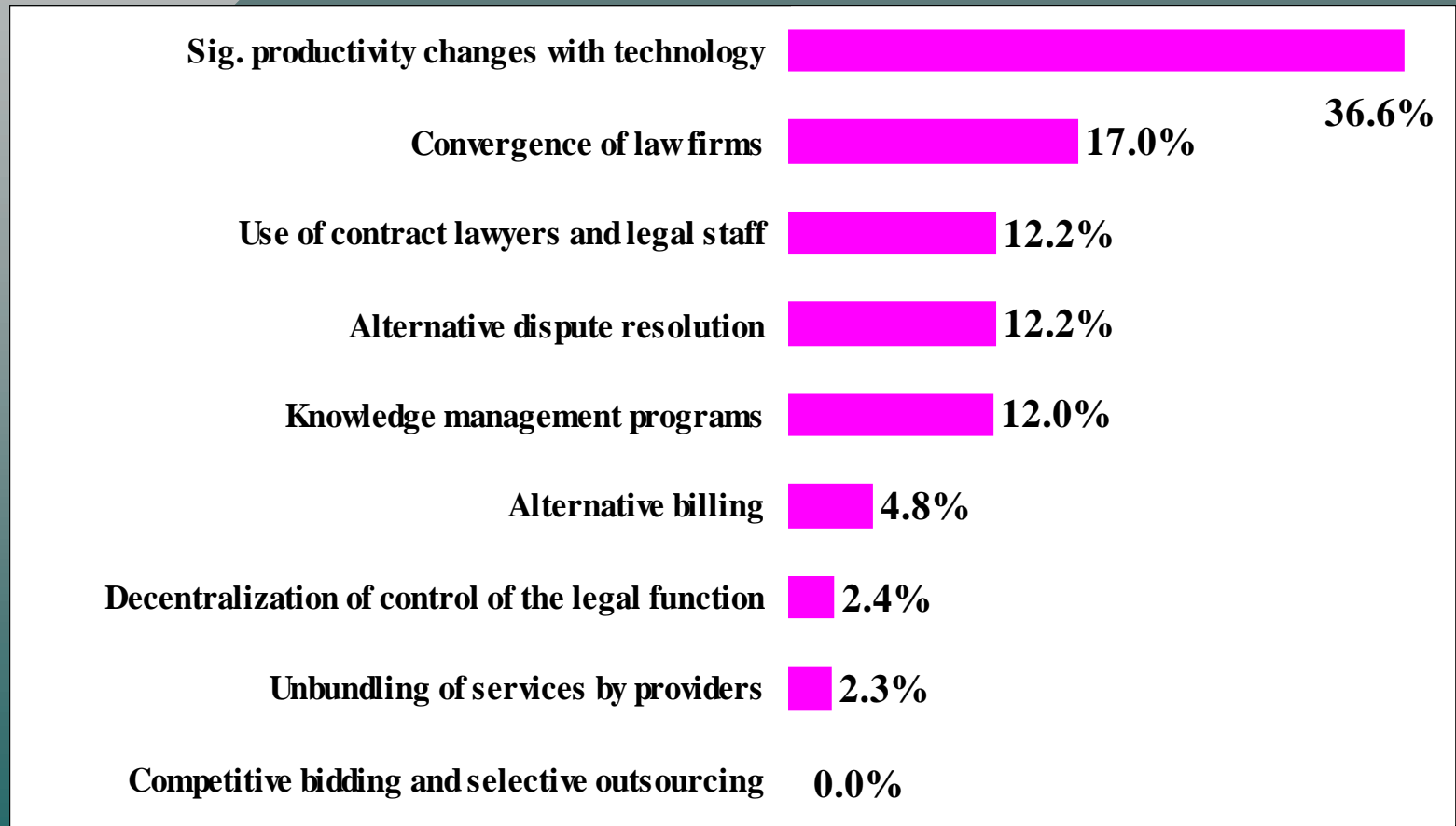
Benchmark key performance areas

Empower internal champions

Keep in touch with the company

Consider external consultants

# Trends of Initiatives\*



\*Rees W. Morrison, Law Department Benchmarks: Myths, Metrics, and Management (Glasser LegalWorks, 2nd Ed. 2000).

# Other Management Initiatives

Diversity

Emotional intelligence

Internet bidding, knowledge delivery

Intranets and portals

On-line compliance and training



# Unique Roles in Managing the Law Department

People

Culture

Change

## Rees W. Morrison [973-361-9676, [rwmorrison@altmanweil.com](mailto:rwmorrison@altmanweil.com)]

Rees consults primarily with law departments on operational reviews, benchmarking, cost control, technology, re-engineering processes, structure and organization, and client satisfaction. During his 12 years of consulting, Rees has assisted more than 130 law departments including American Express, Amway, AT&T, CIGNA, CMS Energy, Coca-Cola, Colgate-Palmolive, Compaq, el Paso Energy, Exxon, Ingersoll-Rand, Johnson Controls, Lehman Brothers, Lucent Technologies, MetLife, Motorola, Northrop Grumman, Occidental Petroleum, Pfizer, Pharmacia & Upjohn, Prudential, Schering-Plough, Sun Life, and Westinghouse.

Prior to Altman Weil, Rees was a partner in Arthur Andersen and Special Consulting Assistant to the General Counsel of Merck. He is a former Price Waterhouse Director, marketing vice president of Analytic Legal Programs and CompInfo, and an associate at Weil, Gotshal & Manges and two other New York law firms.

Graduating from Harvard, Rees earned his law degree from Columbia and an LLM from NYU. He taught at Cardozo Law School and moderated the Counsel Connect Law Department Management forum. He is a Certified Management Consultant, on the Board of Advisors of Corporate Counselor, Law Department Management, and Metropolitan Corporate Counsel, a Fellow of the American Bar Foundation and a member of the College of Law Practice Management and has been active in the ABA's Law Practice Management Section and ACCA's Law Department Management Committee. He has addressed more than 60 groups in the past five years, co-chaired ten law department management conferences, and published 5 books and more than 50 articles. He founded *Managing Litigation Costs*. His latest books are *Law Department Benchmarks: Myths, Metrics, and Management* (Glasser LegalWorks 1998; 2nd Ed. Due Fall 2000) and *Directory of Corporate Counsel – Special Supplement* (Aspen Law & Business 1999).

